



ROOM DOCUMENT 11

DAC Network on Development Evaluation

Progress Report on Evaluating Global and Regional Partnership Programs (GRPPs)

This note has been prepared by the Independent Evaluation Group of the World Bank for information at the 6th meeting of the DAC Network on Development Evaluation, 27 – 28 June 2007.

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Progress Report to the DAC Evaluation Network on Evaluating Global and Regional Partnership Programs (GRPPs)

IEG – World Bank
June 15, 2007

1. GRPP EVALUATION SOURCEBOOK

The *Sourcebook* was published in January 2007. As agreed at the Fifth Meeting of the Network, the publication of the *Sourcebook* in its present form represented the beginning of a period of practical application, use and review in order to inform and further improve it before eventual formal endorsement. At the present stage, neither the World Bank nor the DAC Evaluation Network has formally endorsed it.

IEG revised its external Web site on GRPPs in conjunction with the publication of the *Sourcebook*, and the DAC Evaluation Network posted the Sourcebook on its Web site as well. The revised IEG Web site includes links to the existing principles, norms and standards that the DAC Evaluation Network, the UNEG and others have prepared for evaluating development assistance, and which the *Sourcebook* adapted for the case of GRPPs. The revised IEG Web site also includes links to the Web sites and the most recent evaluations of more than 30 global and regional programs. (IEG seeks permission from every program before posting their evaluation on IEG's site.)

Both IEG and the DAC Evaluation Network have been disseminating the *Sourcebook*. IEG itself has distributed 1,170 copies of the Sourcebook as of June 5, 2007, including to all the members of the DAC Evaluation Network and to all the participants at the Stakeholder Consultative Workshop that was held in September 2006 to review the first draft. There have been 24,500 visitors to the revised Web site, including 2,400 visitors to the Sourcebook Web page. Visitors have downloaded the entire Sourcebook 811 times, and individual chapters 1,575 times. IEG has now prepared a 20-page summary of the *Sourcebook* that will also be available on the Web site and as a stand-alone publication in due course.

IEG is encouraging GRPPs to provide feedback based on their experience with using the *Sourcebook*, and has established a GRPP Evaluation Community of Practice to obtain feedback in a systematic way. So far, about 70 people have registered for this Community of Practice. Members of the community are being encouraged:

- To use the Sourcebook in their work on a global or regional program.
- To provide feedback on the Sourcebook based on their use of it.
- To submit examples of good practice in GRPP evaluations.

2. GOOD PRACTICE GUIDELINES AND EXAMPLES FOR EVALUATING GRPPS

The principal audiences for the Sourcebook are the governing bodies and management units of GRPPs. But participants at the Stakeholder Workshop in September 2006 also called for the preparation of a second, companion document of good-practice guidelines and examples for the particular benefit of evaluators of GRPPs.

IEG agreed at the Fifth Meeting of the Network to continue to play a leading role in the production of this second document under the auspices of the DAC Evaluation Network. IEG prepared a funding request for \$300,000 (out of a total budget of \$450,000), which was distributed to Network members in February 2007. So far, DFID, CIDA, and BMZ have together committed \$200,000 to this exercise.

The second document will provide good practices for applying generally accepted evaluation criteria (such as relevance, effectiveness, efficiency, and sustainability) to the evaluation of GRPPs – along with positive examples from existing evaluations – in the light of the particular features of GRPPs. It will also provide good-practice guidelines and examples for assessing the more unique aspects of GRPPs such as their governance and management arrangements, their resource mobilization strategies, and their strategies for devolution or exit, as applicable. The final “document” may well be Web-based rather than a hard-cover document.

The preparation of these good-practice guidelines and examples will involve an extensive review of a larger set of documents than for the *Sourcebook*, including existing GRPP evaluation policies, M&E frameworks, and completed evaluations. It will also involve extensive consultations with GRPP partners, management and evaluators, and evaluation associations. The total budget includes a second consultative workshop to review the first draft of the *Good Practice Guidelines and Examples*, and a technical advisory committee to assist the IEG team. Some of the participants at the September 2006 workshop have offered to be part of this effort.

The preparation of these guidelines and examples will also draw upon IEG’s ongoing Global and Regional Program Reviews, which are now a regular part of IEG’s standard review processes parallel to those for investment projects and country programs. IEG is in the process of completing six reviews in the present fiscal year that will be posted on its Web site in due course. These are for the Association for the Development of Education in Africa (ADEA), the Cities Alliance, the Critical Ecosystem Partnership Fund (CEPF), the Development Gateway Foundation, the Medicines for Malaria Venture (MMV), and the Population and Reproductive Health Capacity Building Program (PRH). Like the *Sourcebook* and the *Good Practice Guidelines and Examples*, the purpose of these reviews is to contribute to improving the quality and independence of GRPP evaluations and to enhancing the relevance and effectiveness of the programs themselves.

3. IEG EVALUATION OF REGIONAL PROGRAMS

IEG has just completed an evaluation of the World Bank’s support to regional programs and partnerships,¹ which follows on IEG’s previous review of the Bank’s support for global programs.² Regional programs are often sub-regional in scope, with a contiguous geographic dimension to them such as a body of water (like the Aral Sea or Lake Victoria), a river system (like the Nile), or a transport or power system. More than for most global programs, these programs exist for the specific purpose of addressing collective action dilemmas among the

1. IEG, *The Development Potential of Regional Programs: An Evaluation of World Bank Support of Multicountry Operations*, Washington DC, World Bank, 2007.

2. IEG, *Addressing the Challenges of Globalization: An Independent Evaluation of the World Bank’s Approach to Global Programs*, Washington DC, World Bank, 2004.

participating countries regarding the use of the common resource. Sovereign countries are usually the principal partners represented on their governing bodies, since the success of regional programs hinges on beneficiary country ownership, capacity for collective decision making, and cooperative implementation of program activities.

Based on a portfolio review of World Bank's portfolio of some 100 programs over the period 1995–2005, and an in-depth evaluation of 19 programs in different sectors and regions, IEG's evaluation found that regional programs offer substantial potential to achieve results on development issues that affect adjacent countries. Cooperation among neighboring countries is vital to control the spread of diseases such as HIV/AIDS and malaria, and to manage the 60 percent of the world's fresh water that derives from shared river systems. Regionally coordinated transportation development can help the world's 31 land-locked countries to connect to wider markets through neighboring countries. And regional integration of the supply and distribution of power can help small economies increase their access to reliable, lower-cost energy.

In recent years, World Bank support of multicountry projects has been as effective as single-country projects in achieving their objectives, but these operations have accounted for less than one percent of the Bank's total investment lending and have not been closely linked to country programs. There could be even bigger development impacts if donors were to strengthen the international aid architecture in support of multicountry efforts and adopt a more strategic approach that helped countries identify regional approaches of greatest promise and priority for reinforcing national development agendas.

It is also important to apply the lessons of past experience when expanding support for regional programs. These include:

- Achieving strong commitment to regional cooperation requires paying attention to the political economy of relations among countries to gain their acceptance of the obligations involved in acting cooperatively.
- The scope of program objectives needs to match national and regional capacities in order to deal effectively with the complex coordination challenges in the implementation of their activities.
- Clear delineation and coordination of the roles of national and regional institutions is crucial to the implementation of program activities and the sustainability of outcomes.
- Accountable governance arrangements take time to establish but are essential to gaining country ownership.
- Countries need to plan well in advance to absorb the costs of sustaining the outcomes of regional programs after external support ends.