



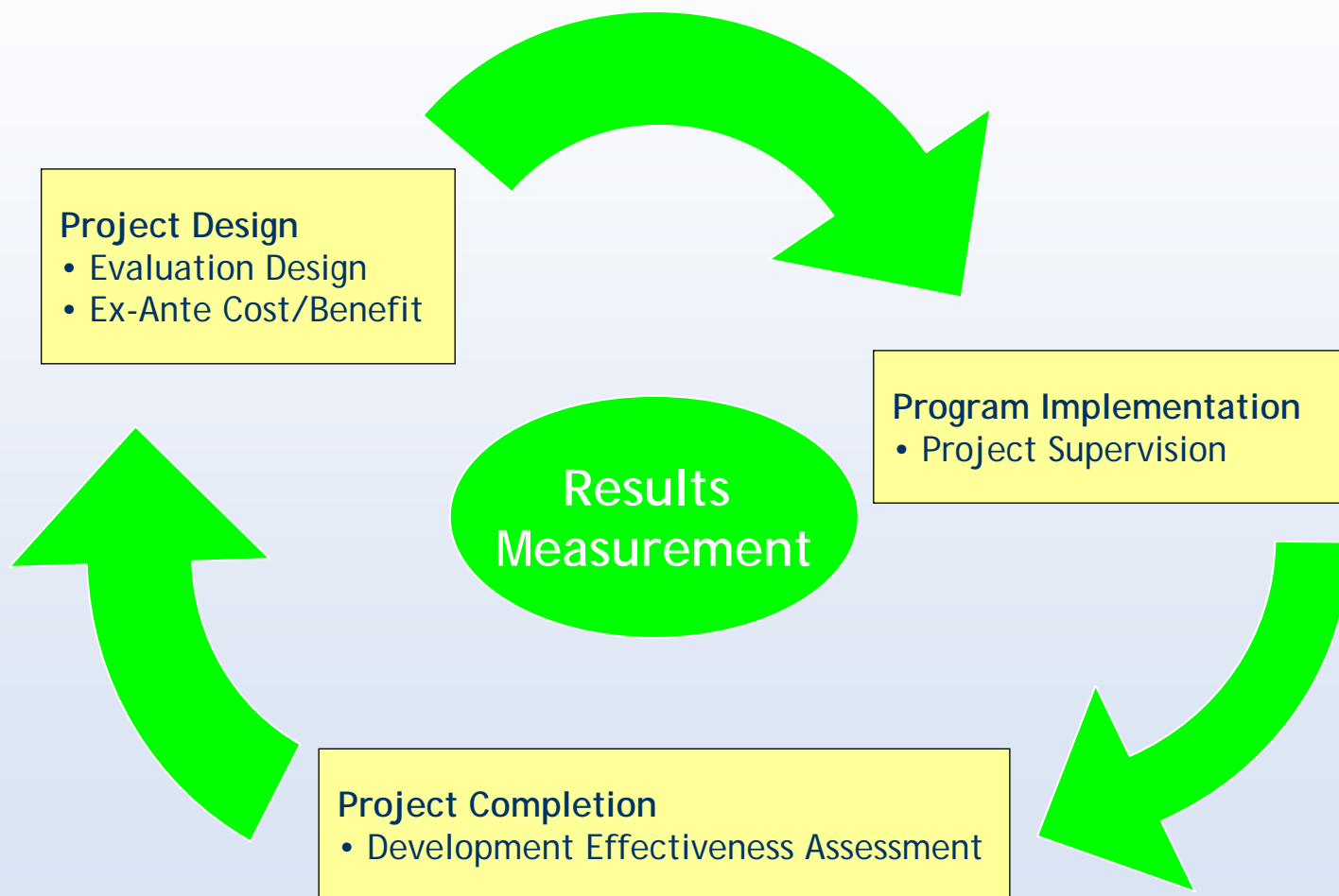
**International
Finance Corporation**
World Bank Group

Results Measurement
for IFC Advisory Services

Progress on Results Measurement for Advisory Services: Delhi Meeting

11 December 2007
Washington, DC

Results Measurement: At the core of IFC's advisory services project lifecycle



IFC: Progress in Measurement



- Rollout of M&E Tools
 - Cost-Benefit Worksheets
 - Web-based M&E training module
 - 20-Questions for Evaluation Design
- More M&E Resources
 - Financial support
 - Training
- Standardization of mandatory indicators
 - Coordination with investment side
- Learning
 - Program reviews
 - Experimental designs

Mandatory Indicators

- All 5 business lines and each sub-area
 - *Access to Finance,*
 - *Business Enabling Environment*
 - *Value Addition to Firms*
 - *Infrastructure*
 - *Environment and Social Sustainability*
- Donor Collaboration, Business Line Leaders, and Program Managers
- Aggregation



Aggregation Results 2003-2006: Environmental/Social Sustainability

Outputs

- 80 reports/case studies produced by 16 projects worldwide
- 4,750 people trained (Cambodia, China, Latin America, India, Indonesia)

Outcomes

- 17 organizations improved operations in Russian Federation, Ghana and Egypt
- 10 loans, \$4,490,000 disbursed in RF
- 15 SMEs received financing through the program in Central Europe region
- \$1,260,000 increase in carbon credit revenues in Brazil

Impacts

- 52,350 fewer tons/year CO₂ in Central/Eastern Europe Region (in six months)
- \$32,799,808 investment/financing enabled in Central and Eastern Europe Region
- 26,116 jobs created in Vietnam, Cambodia and Guatemala

Highlights

- *28,000 solar systems installed for families in India, Kenya, and Morocco*
- *Corporate Sustainability Index worth \$374 billion in Brazil's stock market*
- *140 new jobs created earning 3x per-capita income in Vietnam bamboo farming*

Aggregation Results 2003-2006: Access-to-Finance

Outputs

- 87 training programs/manuals designed in Cambodia, China, Indonesia, Iraq, Tunisia & Vietnam
- 305 training events/workshops delivered in 14 projects in 8 countries
- 11,068 people attended training/workshops in 35 projects

Outcomes

- 21 new organizational changes implemented in Bangladesh, China and Tunisia
- 24 new financial products introduced in Bangladesh, Egypt, Philippines and Saudi Arabia
- 11 FIs in Algeria, China & Tajikistan reported improvements in operation, credit management, environmental/social
- 8,700 SMEs received assistance in Bangladesh, Indonesia, Saudi Arabia and Tajikistan
- 199,182 clients in Bangladesh, Burkina Faso, Egypt, Indonesia, Saudi Arabia and Tunisia

Impacts

- 58,278,047 jobs created in 2 projects implemented in China
- \$378M investment/financing enabled in China, Lebanon, Saudi Arabia, Sri Lanka, Tajikistan

Highlights

- *\$4.6 billion in new investment financing to 2.3 million microentrepreneurs*
- *37,000 leases (\$688 million) in Central/Eastern Europe after \$17.5 million in IFC loans to FIs*
- *9.3 million credit inquiries followed IFC assistance to 8 countries creating/improving credit bureaus, resulting in 9.3 million credit inquiries*

Program Reviews

- These are external reviews (independent consultants)
- Systematic approach combining quantitative/qualitative
- Emphasis on maximizing learning
 - Now IFC is beginning to include cost-benefit/ROI analyses
- Not for every project

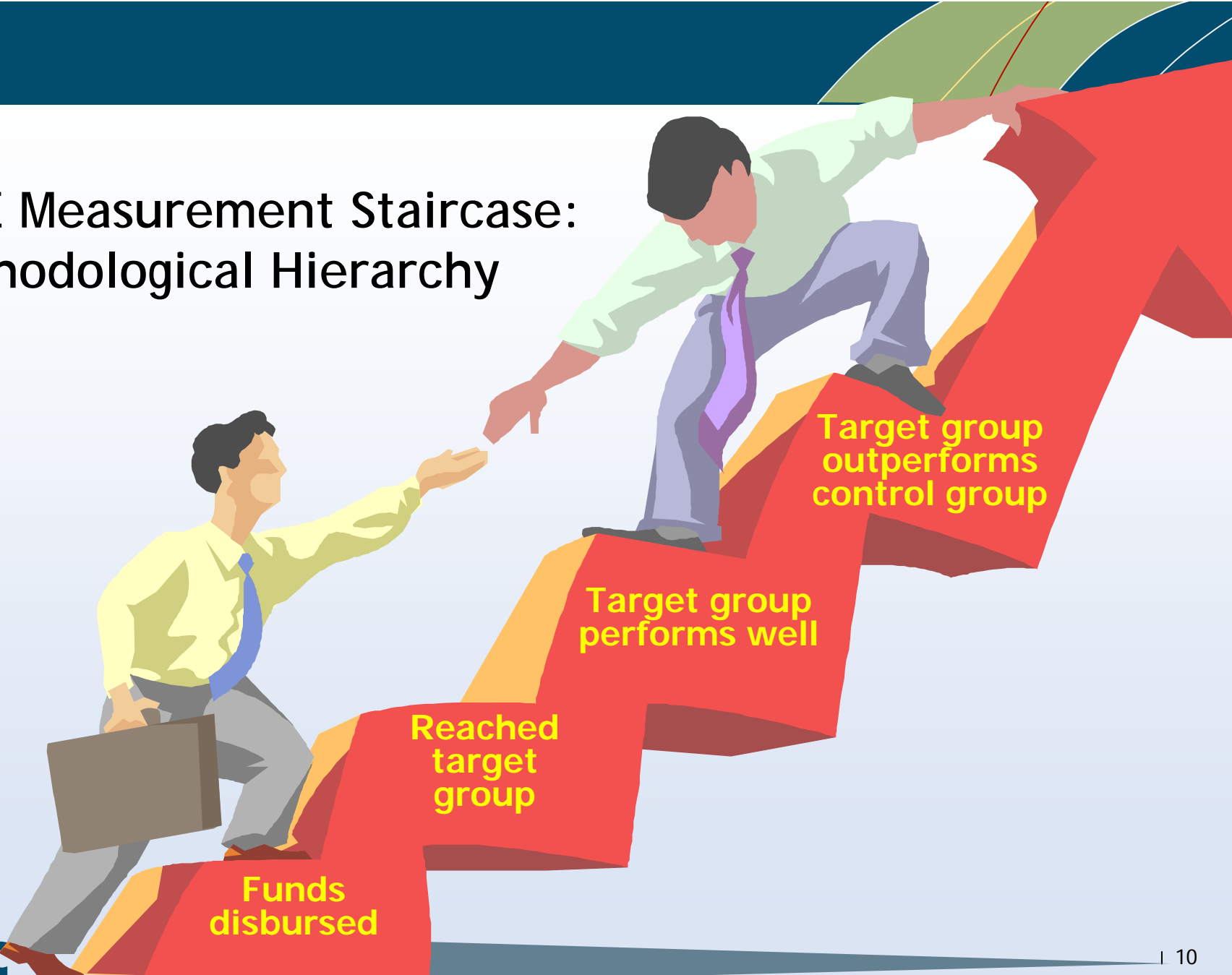
Program Reviews

- Grassroots Business Initiative
- IFC Against AIDS
- Business simplification programs
- Linkage programs
- Access to Finance programs
- Management training for SMEs (Business Edge)
- Web-based information (SME Toolkit)
- Corporate Governance
- Leasing
- Public-private dialogue in Cambodia
- Business Associations
- Bank Advisory Programs

Lessons Learned

- *Relevance and Improved Scoping*
- *Improved Program Monitoring & Baselines*
- *Importance of realistic timelines and exit strategy*
- *Clear and consistent cost-sharing policies*
- *Improved knowledge-sharing; using M&E results*

M&E Measurement Staircase: Methodological Hierarchy



Experimental/Randomized Designs

- These tools can be useful for product design
- Doing this early facilitates adjustments/corrections to implementation plans
- Requires careful planning, but not necessarily expensive
 - Collecting data from some other group
 - Sometimes unaffected group, sometimes just differently affected
- Lots of methodological options to choose from
 - Randomization (fewest assumptions)
 - Quasi-experimental (more flexibility)

Experimental/Quasi-Experimental Designs

- ECOM/Nestle Coffee Project (Central America)
- Seaweed Agribusiness (Indonesia)
- Municipal Simplification in Lima (Peru)
- Farm Forestry (India)
- Alternate Dispute Resolution (Balkans)
- Dairy Farmers (China)
- Dialysis Privatization (Romania)
- Business Development Service Providers (Nigeria)

Knowledge-Sharing Opportunities

- Annual Results Measurement Meetings
- Published Monitor Notes
- Walk-in Clinics/Brown-Bags
- Web training tool
- Donor workshops
- Website: *www.ifc.org/advisoryresults*