Real-time use of impact evaluation to achieve impact

Arianna Legovini
DIME, World Bank
What is DIME?

- conduct
- rigorous research
- generate
- actionable data
- and evidence
- inform
- real-time decisions
- increase
- policy effectiveness
Country Engagements

Geographical Distribution

Total IEs

203 IEs across 52 countries
DIME IEs by sector
leverage $20 billion in development finance

<table>
<thead>
<tr>
<th>Percentage and Number of IEs</th>
<th>Development Financing Amount (USD million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport (16%, 33)</td>
<td>$9,232 - of which WB $5,787</td>
</tr>
<tr>
<td>Governance (15%, 30)</td>
<td>$892 - of which WB $846</td>
</tr>
<tr>
<td>Agriculture (14%, 28)</td>
<td>$1,539 - of which WB $1,433</td>
</tr>
<tr>
<td>Social Protection (9%, 19)</td>
<td>$1,373 - of which WB $1,201</td>
</tr>
<tr>
<td>Health, Nutrition &amp; Population (9%, 18)</td>
<td>$462 - of which WB $441</td>
</tr>
<tr>
<td>Finance, Competitiveness &amp; Innovation (8%, 16)</td>
<td>$808 - of which WB $806</td>
</tr>
<tr>
<td>Social, Urban, Rural &amp; Resilience</td>
<td>$997 - of which WB $963</td>
</tr>
<tr>
<td>Water (7%, 14)</td>
<td>$1,190 - of which WB $1,067</td>
</tr>
<tr>
<td>Jobs &amp; Development (4%, 9)</td>
<td>$103 - of which WB $60</td>
</tr>
<tr>
<td>Environment &amp; Natural Resources (3%, 7)</td>
<td>$687 - All WB</td>
</tr>
<tr>
<td>Education (3%, 6)</td>
<td>$540 - All WB</td>
</tr>
<tr>
<td>Macroeconomics, Trade &amp; Investment (2%, 5)</td>
<td>$91 - of which WB $66</td>
</tr>
<tr>
<td>Energy (2%, 5)</td>
<td>$650 - of which WB $60</td>
</tr>
<tr>
<td>Poverty (1%, 3)</td>
<td>$125 - All WB</td>
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<tr>
<td>Digital Development (1%, 3)</td>
<td>$80 - All WB</td>
</tr>
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Compel

- A long-standing collaboration between operations and research to improve the effectiveness of interventions and policies in finance, private sector and business climate
How to improve firm performance?

Constraints
- Technical & Managerial Skills
- Information
- Technology
- Access to market

Interventions
- Financial services/Capital
- Training
- Information
- Trade facilitation
- Improved legal and regulatory environment
- Justice reform
- Enforcement of contracts

Results
- Growth
- Employment

Justice reform
Access to market
Trade facilitation
Improved legal and regulatory environment
Enforcement of contracts
Information
Training
Financial services/Capital
Compel impact evaluation timeline

2010 2011 2012 2015 2017 2019

- Investment climate – business registration/formalization/inspection
- Firms’ capabilities – skills and capital & Financial literacy
- Getting operations to work:
  - Take-up
  - Targeting
  - Spillovers
- High growth firms
  - Firms’ linkages
  - Technology

Matching grant & SME services projects

Evaluate what we do

Evaluate how we can do better

Women
- Access to finance
- High growth firms
- Firms’ linkages
- Technology
We learned that:

1. Firms don’t demand matching grants ("Learning from Evaluations that Never Happened..." 2014)

The findings changed our priors:

• Free money is not actually free (basic paperwork can be cumbersome!)
• Firms not necessarily know what they don’t know
• Local markets for services may be underdeveloped
• Need to focus on quality of implementation and intensity
  (McKenzie, Assaf, Cusolito 2015)

• Now we are asking
  • “what are the demand and supply constraints firms face”
  • “do they know what they don’t know?”
  • “are services available in local markets?”
We learned that:
• Financial literacy can change attitudes and behaviors
• Program quality is what matters
• The findings changed our priors:
  ✓ Financial literacy potential to change behavior

Firms’ capabilities – skills and capital
Financial literacy

2010 2011 2012 2015 2017 2019

We learned that:
• Training programs don’t work
• The findings changed our priors:
  ✓ Training should neither be too light touch nor too intensive;
  ✓ Increasing focus on take-up and targeting
• Now we are asking “what kind of training...” AND “how to increase adoption...”
e.g.
1. On site “management” trainings work (Bloom et al., 2013)
2. Marketing training more effective than financial training (Anderson, Chandy and Zia 2016)
3. Can use behavioral economics to increase take up
We learned that:

1. Firms don’t formalize
2. Those that do don’t perform better

• The findings changed our priors: formalization is not a necessary condition for better performance
• Now we are asking “how to make informal firms more productive”

Investment climate – business registration/formalization/inspection

We learned that:

• The inspection function is weak

• Now we are investing in
  1. Evidence-informed regulation
  2. Measurement, monitoring & feedback
  3. Enforcement

We learned that:

• Better regulation increases the speed of justice (Kondylis et al.)
• Now we find that faster justice supports private sector growth (Siddiqi et al.)

2010 2011 2012 2015 2017 2019
Getting operations to work:
• Take-up
• Targeting
• Spillovers

Istanbul 2015

We are learning that:
• Machine learning identifies high growth firms NOT firm that will grow bc of intervention
• Expert technical scores uncorrelated with firm growth realization
• Community ranking better at identifying firms that will growth with intervention
We learned that:
Business plan competition can be successful in identifying entrepreneurs with the potential to use the large amounts of capital offered as prizes. (McKenzie 2015)

We learned that:
• Addressing behavioral biases can increase participation and take up (Piza et al. 2019)

We learned that:
• The findings can increase returns to business services

We learned that:
• Business services do not do as well as machine learning in providing good advice to firms (Piza et al. 2019)

We learned that:
• Opportunity to use more big data approaches to understand what technologies improve firm prospects

Mexico City 2017
Opportunities to understand:

- **What is the optimal combination of interventions needed to address constraints to firm growth**
- **How to address market failures for firms to place themselves on higher growth paths**
- **How to improve the quality of business services**
- **How to improve the regulatory framework**

Attention to intervention design issues:
- Women
- Access to finance
- High growth firms
- Firms’ linkages
- Technology

Athens 2019
DIME evaluation

Operational, Problem-driven, Iterative, Counterfactual evaluation

- To identify cause effect relationships using RCTs or other causal inference methods
- To give precise and actionable answers
- and help program manager make more informed decisions about their program, what to deliver, the way to deliver it, who to deliver it to...
From design throughout implementation...

DATA & EVIDENCE TO INFORM A PROCESS OF ADAPTIVE POLICY MAKING
IE improves program design
89% government score

- Government/Implementing Agency: 89% Yes, 0% Don't Know
- WB Operations TTL: 81% Yes, 0% Don't Know
- IE TTL: 76% Yes, 5% Don't Know
- All: 82% Yes, 3% Don't Know

- Efficiency or quality of operation: 26% Yes, 54% Don't Know
- Program Take-up: 15% Yes, 37% Don't Know
- Program delivery: 37% Yes, 33% Don't Know
- Targeting: 26% Yes, 34% Don't Know
- New regulation: 7% Yes, 17% Don't Know
- Other: 6% Yes, 5% Don't Know
DIME has demonstrated project efficiency gains

- DIME has generated direct savings for each project that it engages with (~175k per project)
  - Improving project quality at entry
  - Reducing project implementation delays
  - Reducing supervisions costs
  - Reducing time of Implementation Completion Report (ICR) preparation

<table>
<thead>
<tr>
<th>Efficiency margin</th>
<th>Gain</th>
<th>Rate of gain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects with IE speeds up implementation</td>
<td>Reduction of 3 quarters in project duration</td>
<td>~15% faster implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(average project length is 21 quarters)</td>
</tr>
<tr>
<td>Completion report preparation time is</td>
<td>50 days reduction in time between project</td>
<td>~17% faster completion report submission</td>
</tr>
<tr>
<td>substantially reduced</td>
<td>closing and completion report submission</td>
<td>(closing to is 300 days on average)</td>
</tr>
</tbody>
</table>
Take up of services is low

- Firms don’t even demand grants (free money!)

("Learning from Evaluations that Never Happened..." 2014)
How to increase take up of consulting services?
(Piza et al.)

• Parana state in Brazil
• Regional office of the Brazilian Business Support Service (SEBRAE)
• SEBRAE agents visit 20k micro and small businesses every year to run diagnostic on business practices adopted by firms. A feedback is provided 2 weeks after the visit.
• Experiment: test four different variations in the type of feedback to increase take up of services
• Sample: 866 small businesses (~ 5 employees on avg.)
Loss aversion, Procrastination, Overconfidence, Present bias.
150% increase in take up
Do we know which firms we should target with what intervention?

Better Targeting: Increase public works program effectiveness by 70%
**Firm below median respond significantly more to the intervention**

**Table:** Average Treatment Effect on the Treated (ATT) for firms with business practices below and above the median at the baseline

<table>
<thead>
<tr>
<th>Consumption of consulting services</th>
<th># BP &lt;= median</th>
<th>#BP &gt; median</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>control mean</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of services consumed</td>
<td>2.34***</td>
<td>-0.29</td>
</tr>
<tr>
<td></td>
<td>(0.82)</td>
<td>(1.0)</td>
</tr>
<tr>
<td><strong>control mean</strong></td>
<td>2.4</td>
<td>4.3</td>
</tr>
<tr>
<td>Avg return time - in days</td>
<td>-94.8***</td>
<td>-19.9</td>
</tr>
<tr>
<td></td>
<td>(22.34)</td>
<td>(20.00)</td>
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<tr>
<td><strong>control mean</strong></td>
<td>164.7</td>
<td>95.67</td>
</tr>
</tbody>
</table>

**Trick:** target firms that are not doing so well but are willing to improve
Quality of SME services
Do local consulting firms really know what small business have to do to grow?

- **Context:** Rio de Janeiro state in Brazil
- **Partner:** Regional office of the Brazilian Business Support Service (SEBRAE)
- **Study:** we asked 76 SEBRAE consultants to select the 5 most important business practices for growth of small businesses
First set of findings:

1. 76 different ranks

2. All 23 practices were selected at least once as being the ‘most important’
Second set of findings:

1. machine does better than man to predict the best combination of business practices

2. not how many, but what combination of business practices to adopt
implication

- Short-term gains in productivity could be achieved with use of Artificial Intelligence to reduce noise in the diagnostic stage and to identify the optimal combination of management practices small businesses should adopt.
Large effects of data-informed changes in judicial regulation in Senegal (Kondylis & Stein 2018)

Pre-trial duration (days)

43 days reduction
IE improves M&E
100% government score

- Government/Implementing Agency: 100%
- WB Operations TTL: 93%
- IE TTL: 83%
- All: 91%

Indicators: 57%
Capacity building: 52%
Data collection systems: 51%
Monitoring and information systems: 37%
Other: 23%
Integrating data to understand how inefficient contractual enforcement affect firms

- **Data**
  - case-level microdata from the Croatian court system
  - firm data from Orbis

- Map out variation in courts across Croatia and the relationship between
  - court speed, and
  - firm stock valuation & revenue growth

- Map out, for each county, the stock price and revenue elasticity of court speed, to see where investing in speeding up courts give the highest returns for firms
Justice Reform
Value of case backlog 50% of GDP (Croatia)

GDP (2013):
€ 47.8 billion

Value of case backlog (2013):
€ 24.8 billion
A case for Justice Reform (Siddiqi 2018)

The faster the judge the higher are firm stock prices and revenues

![Graphs showing relationship between case resolution and stock price/revenue changes.](image-url)
Targeting regions where firms will gain the most from faster justice
Sales tax exemptions for farmers

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Households
- Biannual survey
- Income and expenditures
- Agricultural production and sales
- Access to services

Markets
- Monthly data on availability & price of 68 goods
- Biannual survey of market structure and composition: trader census

Migration
- Village-level census data
- Every 3 years starting 2011

Roads
- International Road Roughness Index
- Traffic count
- Travel time

Jobs
- Establishment census
- Location of all firms (formal and informal)
- Number of employees
- Every 3 years starting 2011

Land
- Land administration information system
- Full cadaster
- All transactions, including date and value of sale
IE led to adoption of new delivery mechanism
68% government score

<table>
<thead>
<tr>
<th>Government/Implementing Agency</th>
<th>68%</th>
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</thead>
<tbody>
<tr>
<td>WB Operations TTL</td>
<td>79%</td>
</tr>
<tr>
<td>IE TTL</td>
<td>33%</td>
</tr>
<tr>
<td>All</td>
<td>60%</td>
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<thead>
<tr>
<th>Government/Implementing Agency</th>
<th>Treatment arm</th>
<th>Other IE element</th>
</tr>
</thead>
<tbody>
<tr>
<td>WB Operations TTL</td>
<td>58%</td>
<td>25%</td>
</tr>
<tr>
<td>IE TTL</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>All</td>
<td>60%</td>
<td>10%</td>
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</table>

0% 25% 50% 75% 100%

Yes  Don't Know
IE led to scale up or down 58% government score

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government/Implementing Agency</td>
<td>58%</td>
</tr>
<tr>
<td>WB Operations TTL</td>
<td>13%</td>
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<tr>
<td>IE TTL</td>
<td>57%</td>
</tr>
<tr>
<td>All</td>
<td>47%</td>
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Financial Education in Brazil

• The Brazilian Government launched the Estratégia Nacional de Educação Financeira (ENEF)
  – Banco Central do Brasil
  – Comissão de Valores Mobiliários (CVM)
  – Superintendência Nacional de Previdência Complementar
  – Superintendência de Seguros Privados (SUSEP)

• The goals of this National Strategy are:
  – Develop personal finance skills
  – Stimulate savings
  – Broaden the use of financial products
Pilot Study of Financial Education in Schools

• Large scale Randomized Control Trial in 900 school, 20,000 students in six states

• Interested schools were randomly assigned to
  – Treatment group receives financial education text books AND teacher training
  – Control group

• Half of the parents in treatment schools were also randomly assigned to parent financial education workshop in schools
Keeping Financial Records...

ANOTA NA AGENDA PARA NÃO ESQUECER

DÉBORA: Pare, não estou entendendo. Minha mãe me disse que não posso fazer estudos aqui. A onde então, não posso fazer tampouco na minha casa. Fica que devemos o dinheiro da chuva.

GIOVANA: Só? Parando, quanto custou a massa e o que é que foi noizado? Não foi sete realiza?

DÉBORA: Acho que foi. Aqui está o bilhete na minha agenda. É uma de vez.

GIOVANA: Ouvi aqui, no seu agenda, você esqueceu de comprar um chocolate também. E que a gente foi de menina.

DÉBORA: É a conta de que ha ha ha de um dia certo.

GIOVANA: A conta que deve não conte certo. Eu gastei dinheiro em coisas pequenas e o pego percebi.

DÉBORA: Pare, você já passou por esse tipo de coisa. Você estava com uma gorra no bolso, eu prometea quando disser que não é da conta, e o dinheiro já acabou. E eu sei bem o que a gente tem. Mas, na verdade, é sempre possível que onde vai cada centavo que gasta, porque dinheiro não desparece assim!

DÉBORA: A gente percebe que muitas pessoas gastam seu dinheiro sem planejar. Se o seu dinheiro não for estar antes da semana ou do mês, provavelmente é uma boa ideia fazer um orçamento.

PISSA ALERTA > PESSOAS GASTOPE E PESSOAS POUPADES

Calma, porque não é um bicho de sete cabeças. Em linhas gerais, um orçamento doméstico ou pessoal é uma ferramenta financeira que mostra onde está o dinheiro que tem. O orçamento é o fundamento de um orçamento doméstico, mas não é o único. Um orçamento é um instrumento para que você possa ter maior controle sobre sua vida financeira e, a partir disso, planejar para alcançar seus objetivos.

Você precisa de informações para poder organizar suas prioridades e planejar. Assim, o dinheiro é limitado e você precisa decidir o que vai gastar. O primeiro passo para fazer um orçamento é registrar todos os seus gastos diárias.

Depois de que dia em que a Débora achou que tinha perdido dinheiro ela resolveu se organizar e começar a anotar em sua agenda tudo o que gastava no dia, mas tudo mesmo.
Identify Ways to Save

Identify Ways to Save

Conhecendo seus gastos, você poderá encontrar outras coisas em que economizar. Por exemplo, adicione um item para arrendar em vez de ir ao cinema e uma economia à tona. De mesmo modo, recupere os amigos ou amigas em casa para comer e conversar. Eles em casa pode ser tão barato quanto o cinema.

Se as contas não faltar, não há mais jeito e você diminui as despesas ou aumenta as receitas. Normalmente, é mais fácil economizar pelo que gasta. Muitos pessoas desaparecem para melhorar sua situação financeira sem cortar gastos e tentam economizar mais e/ou mais do que gastar.

Em resumo, você precisa planear, escolher e controlar seus despesas. Não é tão difícil aconselhar que na verdade torna-se um hábito.

Identify Ways to Save

CONCEITOS ESPECIAIS - TEMA DE DECISÃO AUTONOMA

EXPERIMENTAR

CARA A CARA

1. REGISTRAR AS DESPESAS REGULARMENTE
2. MANTER UM GRANDE GESTO DE CONTROLE DE DESPESA
3. ESTIMAÇÃO DA GASTOS NOS QUEM A COMPRA DAS DESPESAS

PISCA ALERTA - PEQUENOS GASTOS E PEQUENAS RICHAS

Aqui é um programa de contabilidade de gastos pessoais. Para entender melhor que o dinheiro é bem distribuído não é necessário ter um computador, mas o que você pode fazer é definir alguns aspectos para facilitar a sua contabilidade. Você pode começar passo a passo, começando por definir a sua situação financeira atual. Se você está em uma fase de trabalho, é melhor primeiro descobrir onde você gasta mais dinheiro.

Um bom exemplo para você é a contabilidade de gastos pessoais. Você pode usar um programa de contabilidade de gastos pessoais para monitorar os gastos. Além disso, é importante lembrar que cada rupião gasto é importante. Mesmo as pequenas despesas podem acumular.

PISCA ALERTA: PEQUENOS GASTOS E PEQUENAS RICHAS

Aqui está um exemplo de contabilidade de gastos pessoais. Você pode usar um programa de contabilidade de gastos pessoais para monitorar os gastos. Além disso, é importante lembrar que cada rupião gasto é importante. Mesmo as pequenas despesas podem acumular.
Tracking Financial Commitments

**JANUARY**

1. **Vencimento do mensalista de escola**
2. **Compre o vestuário escolar**
3. **Folga de carnaval**
4. **Fim de carnaval**
5. **Vencimento do mensalista de escola**
6. **Compre o vestuário escolar**
7. **Vencimento do cartão de crédito**
8. **Folga de carnaval**
9. **Fim de carnaval**
10. **Vencimento do mensalista de escola**
11. **Compre o vestuário escolar**
12. **Vencimento do cartão de crédito**
13. **Folga de carnaval**
14. **Fim de carnaval**
15. **Vencimento do mensalista de escola**
16. **Compre o vestuário escolar**
17. **Vencimento do cartão de crédito**

**FEBRUARY**

1. **Vencimento do mensalista de escola**
2. **Compre o vestuário escolar**
3. **Folga de carnaval**
4. **Fim de carnaval**
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17. **Vencimento do cartão de crédito**

**MARCH**

1. **Vencimento do mensalista de escola**
2. **Compre o vestuário escolar**
3. **Folga de carnaval**
4. **Fim de carnaval**
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**APRIL**

1. **Vencimento do mensalista de escola**
2. **Compre o vestuário escolar**
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**CONFERIR LEGENDAS**

- **despesas fixas**
- **despesas variáveis**
- **despesas variáveis sazonais**
Making Professional Choices

Descubra qual o tipo de pessoa é de cada um desses

POLARÓIDE 1
Gustavo é professor e tem um olhar intenso. Ele ensina com paixão e criatividade.

POLARÓIDE 2
Flávia é uma mestra com muita dedicação ao ensino e ao desenvolvimento das crianças.

POLARÓIDE 3
Augusto é um engenheiro que combina trabalho e lazer, sempre encontrando tempo para cuidar de sua família.

POLARÓIDE 4
Tiago é um economista que gosta de viajar e conhecer novos lugares.

POLARÓIDE 5
Sérgio é um advogado conhecido por seu trabalho rigoroso e ético.

POLARÓIDE 6
Marcela é uma dançarina de danças folclóricas e é apreciada por sua dedicação ao seu ofício.

POLARÓIDE 7
Angelo é um artista que gosta de desenhar e pintar.

POLARÓIDE 8
Silva é uma política dedicada e comprometida com a comunidade.

Descubra qual o tipo de pessoa é de cada um desses.
Making Consumption Choices
Positive Impact on Financial Knowledge

Average Financial Proficiency Score

- Baseline: Control 50, Follow-up 1: Control 56, Follow-up 2: Control 59
- Follow-up 1: Treatment 60, Follow-up 2: Treatment 62
More savers

% of Students Who Save a Non-zero Amount (includes students with income only)

<table>
<thead>
<tr>
<th></th>
<th>Control</th>
<th>Treatment</th>
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</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>57</td>
<td>58</td>
</tr>
<tr>
<td>Follow-up 1</td>
<td>59</td>
<td>63</td>
</tr>
<tr>
<td>Follow-up 2</td>
<td>55</td>
<td>59</td>
</tr>
</tbody>
</table>
More Savings

Follow-up 2
Control
Treatment

More Savings

17.6
17.5
16.5
16.4
16.3
16.2
16.1
16
Policy implications

• The study was reviewed in 33,000 financial blogs
• Led to the creation of a national agency for financial education
• Convinced the Minister of Education to scale up financial literacy in high school across Brazil
• New programs of financial literacy were launched in elementary and middle school
• Placed Brazil as a global leader in financial education
Take aways

- This type of data and evidence support
  - Improves the speed of project implementation and its efficiency
  - Influence decisions at all stages of design and implementation increasing effectiveness over time.
  - The costs are tiny relative to the gains
Thank you!

Dime Wiki | ietoolkit | Stata GitHub |
| 12i Annual Report | DIME brochure |
| Development Impact Blog |
| IE helps deliver projects |