

Impact Evaluations: What are we learning from them that we wouldn't otherwise?

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Four messages

- Its not (just) about the money
- Some things aren't as simple as they look
- The media is not (just) a mirror of society
- The UN can be very effective!



Impact evaluations

- *Causal* change
- *Measured* change
- *Theory of change*
- *Mixed_approaches*
- *Good monitoring* (implementation fidelity)





**ITS NOT (JUST) ABOUT THE
MONEY**



**WHAT HELPS TO INCREASE
PERFORMANCE AND
DELIVERY EFFECTIVENESS?**

What forms should performance pay take?

Tax collection in Pakistan

- We know incentives work
- But what kinds of incentives?
- Performance based honoraria
- Supervision
- End year bonus



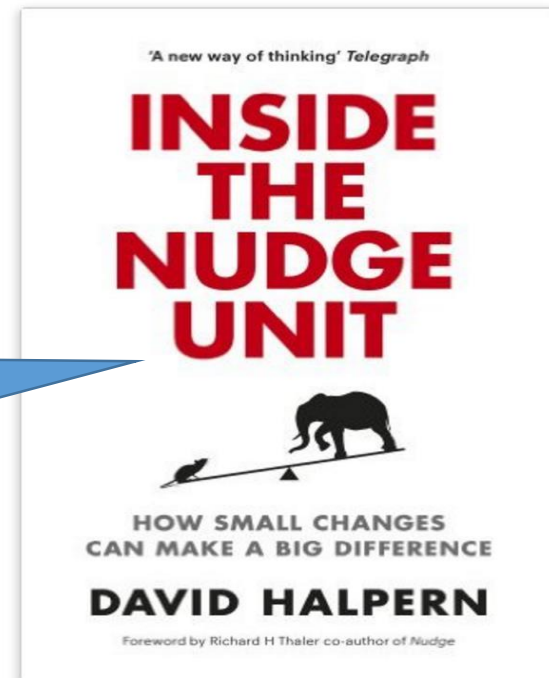
**Tax collection up
by 12% points**



What did we learn?

- Performance pay worked to increase tax collection
 - Simple was better
 - Citizen satisfaction was key
- Social recognition
- Simple nudges

“most people
pay their taxes
on time”



**Key lesson 1:
Effective delivery requires
better thinking around how we
structure incentives!**

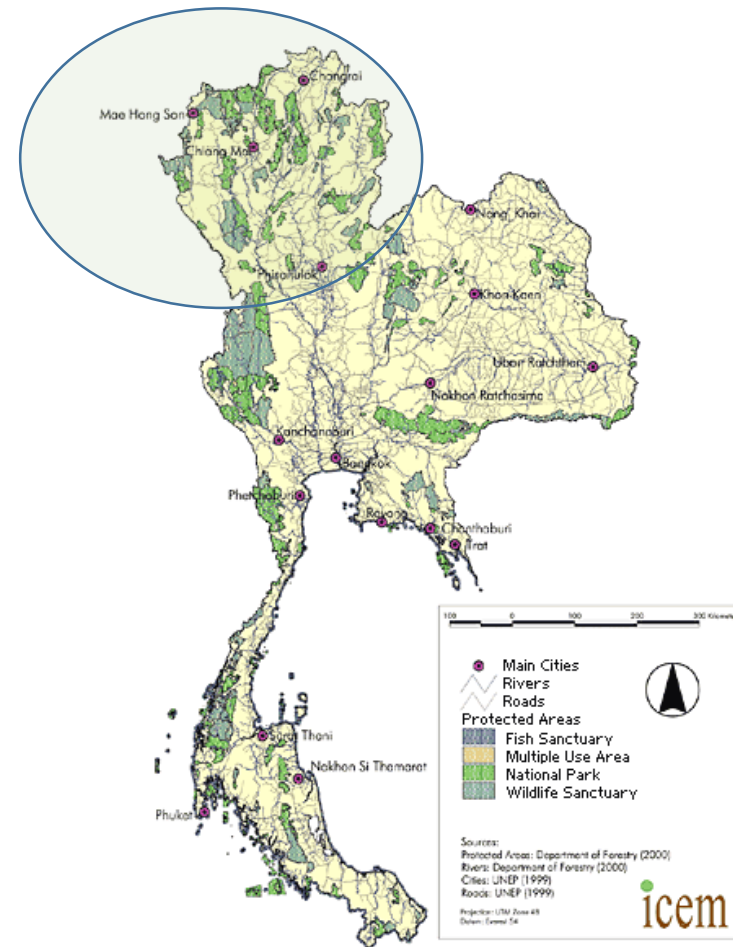
**‘Nudges’ and ‘social recognition
can help.**



2. SOME THINGS AREN'T AS SIMPLE AS THEY SEEM.

Does protecting forests reduce deforestation?

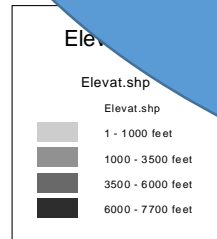
Easy question?



NORTH
THAILAND

Areas with high elevation and slopes and bad soils are where parks are located.

So when are parks and forestry programmes really 'additional'?



this is programme placement bias.

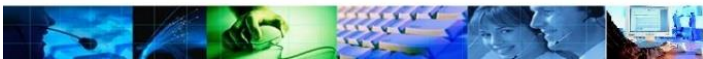
Does protection work?

- *Naively* protection has a large effect on preventing deforestation (600%)
- After you account for programme placement, there is no additional effect.
- Very important to account for inherent programme placement bias when assessing the effectiveness of programmes.

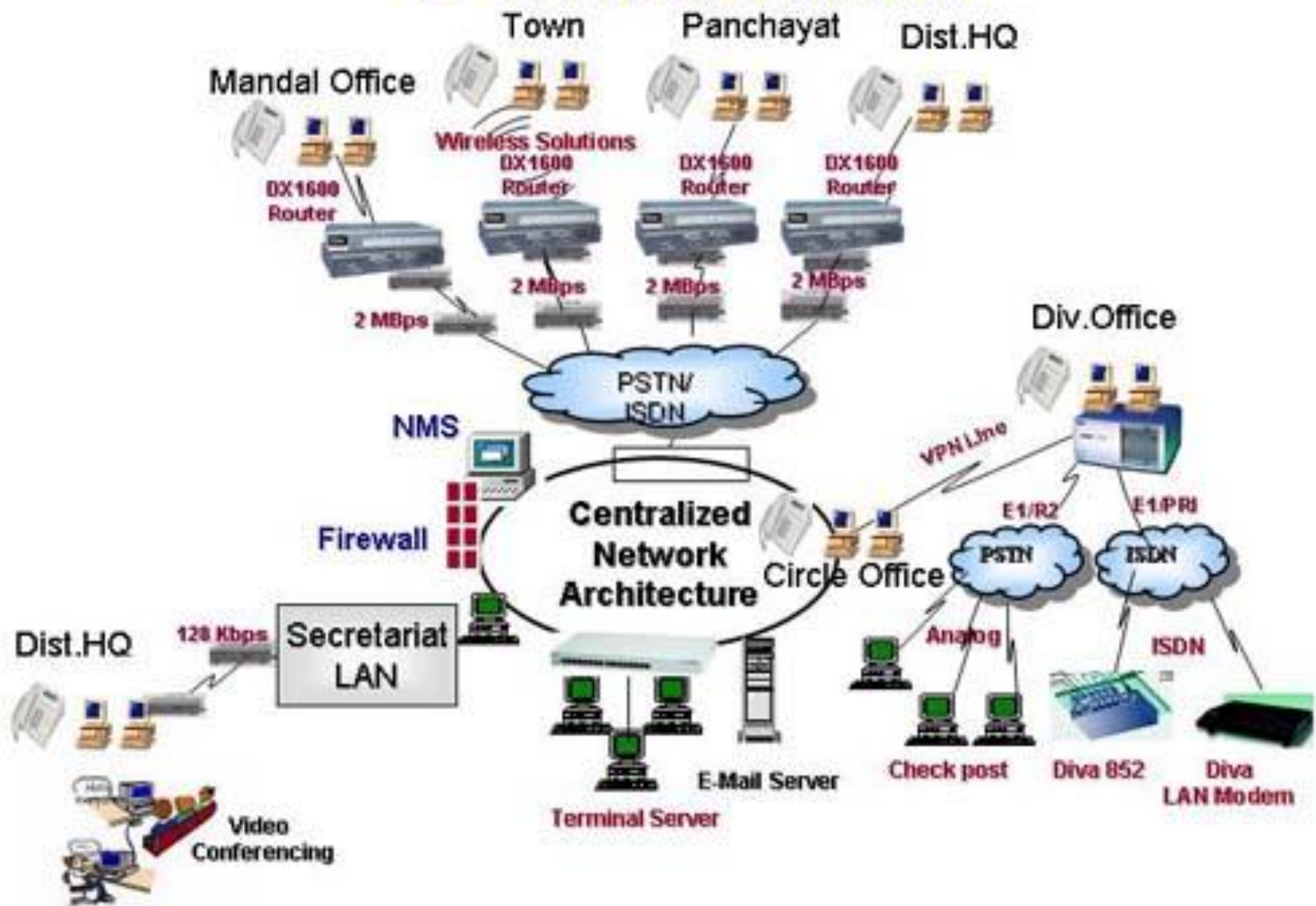
Effectiveness of public programmes in India

- India's NREGA programme:
- Largest employment guarantee scheme.
- Very low uptake.

"ROLE OF E-GOVERNANCE IN BHARAT NIRMAN"



e-Governance



What worked?

- NREGA disbursement expenditures dropped by 25%
- But wages and beneficiaries remained the same!
- Delayed payments
- 'Ghost beneficiaries' disappeared!

E-payments being advocated in public expenditure programmes across the country.



Lesson 2:

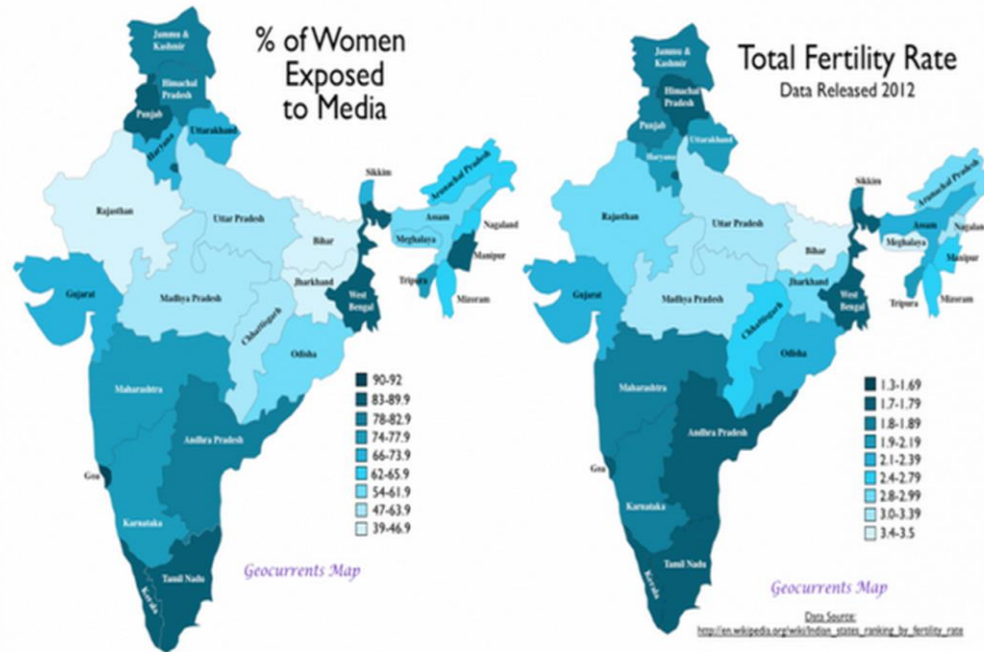
Checking our assumptions about what works helps

Assessing the direction *and* magnitude of bias helps.



**3. MEDIA HELPS (AND IS NOT
JUST A MIRROR!)**

Cable TV and women's status



- Tolerance of domestic violence
- Women's autonomy measures
- Son preference



Lesson 3: Using media effectively can help in bringing social change (and not just elections)



4. THE UN CAN BE VERY EFFECTIVE!

Alternative dispute resolution (ADR) in Liberia



- **Reduced land disputes by 28%**
- **Reduced dependence on formal courts by 24%**



Policy Implication

**Behavioral and institutional change
feasible with broad education and
training campaigns**



We learnt

- Its not just about the money. Constructing performance pays, nudges and social recognition can be very effective.
- Media can be very effective in changing attitudes (and not just elections)
- Some UN resolution mechanisms if designed well can be effective.
- Implementation is key: e-systems can reduce a lot of leakages (by 20%) but account for unintended consequences.

Thank you
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Thank you



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