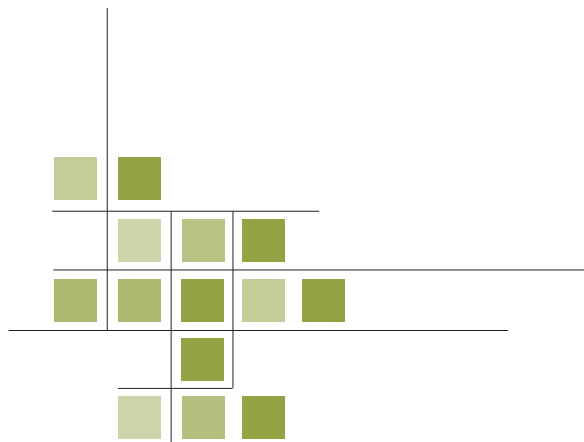


THE ROAD TO RESULTS

Designing and Conducting
Effective Development
Evaluations

Linda G. Morra Imas
Ray C. Rist





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THE WORLD BANK

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DEDICATION

For my husband, Silvio, who so supports and encourages me in my professional endeavors, and with special gratitude to two strong women who have been my evaluation role models and mentors: Eleanor Chelimsky and Lois-ellin Datta

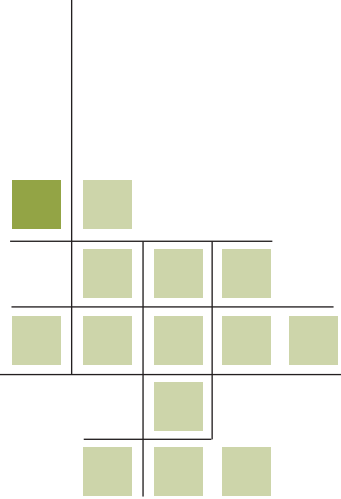
LINDA G. MORRA IMAS

For Molly, Ethan, Madeleine, Lukas, Nina, and Anna: my six grandchildren who bring joy into my life every day

RAY C. RIST

The Road to Results is available as an interactive textbook at <http://www.worldbank.org/r2r>.

This tool enables students and teachers to share notes and related materials for an enhanced, multimedia learning experience.



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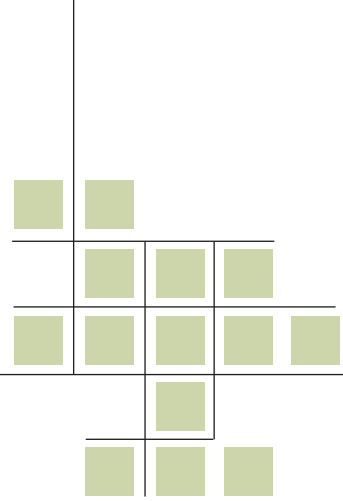
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PREFACE

Development evaluation is an exciting component of the larger evaluation mosaic. It addresses the profound, the complex, and the emergent areas of development. Evaluating poverty alleviation, globalization and its impacts on the poor, the consequences of global warming on weak countries, the structural inequalities of the global financial systems, and strategies to help postconflict countries are but a few of the areas in which development evaluation is making contributions to our understanding of, indeed, our response to these pressing issues.

As pressures grow across the globe for accountability by governments and organizations for the consequences of their actions for greater responsiveness to internal and external stakeholders for their performance, and most profoundly for greater development effectiveness, evaluation is emerging as a key way in which to systematically address and answer the question, “So what?” It is not enough to document that one is busy, it is now a requirement to document that one is (or is not) effective.

Development evaluation is also an emergent area of inquiry. Finding ways of evaluating is tenuous when governmental data systems are weak or nonexistent, corruption of information for political ends is frequent, information gaps are large and real, and there is no assurance that information provided is reliable. In the face of these challenges, development evaluation is resilient, innovative, and creative in finding ways to help provide information to citizens, government officials, donors, civil society, and the media on whether government programs are making a difference.

This textbook seeks to contribute to the strengthening of development evaluation as a tool to inform the creation and implementation of policies and programs in particular and governance systems in general. Evaluation can be a powerful public management tool to improve the way governments and organizations perform and achieve results. Its contribution does not

end at the doorstep of the public sector. Evaluation can be a powerful tool for civil society, nongovernmental organizations, and donor organizations that seek to support development among the poor.

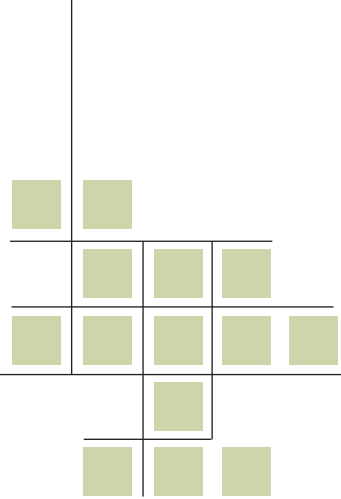
The material in this book was adapted from the International Program for Development Evaluation Training (IPDET), a development evaluation training program offered by the World Bank and Carleton University every summer (see www.IPDET.org). IPDET brings participants from across the globe together to spend a month studying development evaluation. The material in this volume is an elaboration of the core course provided by IPDET. It is provided with the aim of expanding and sharing the content of the IPDET course with others interested in development evaluation.

We, the authors, are indebted to a number of individuals who gave counsel, read parts of the manuscript and provided critiques, and encouraged us to continue to make this book a reality. The full list of people we wish to thank is provided at the back of the book (Appendix 1). A select group of people must be thanked here: Michael Patton, Patrick Grasso, Martin Abrams, Niels Dabelstein, Gregg Jackson, Gene Swimmer, and Nancy Porteous, each of whom read and critiqued sections of the book. For their efforts, we are thankful. Santiago Pombo Bejarano of the Office of the Publisher, World Bank, has been a strong wind at our backs. His encouragement to continue to work on this manuscript has not faltered.

We are also thankful for the two people who have been our partners in making IPDET a reality at Carleton University: Karen Ginsberg and Barbara Levine. There would be no book if there were no IPDET. They are wonderful partners and wonderful friends.

Finally, we have to acknowledge the outstanding contribution of Diane Schulz Novak, who worked with us throughout the entire process of writing and rewriting the manuscript. Her dedication, care, and craft in working with us have been so essential that in her absence we would not be writing this preface, as there would be no book to follow.

The two of us have been friends and colleagues for nearly 30 years. We first met and began working together at the U.S. Government Accountability Office in 1981. We have been together at the World Bank now for more than a decade. The collaboration and friendship have grown stronger and stronger. It is right that as we come toward the apex of our careers, we are able to give to the evaluation community this fruit of our joint labors.



ABOUT THE AUTHORS

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