



IFC

INTERNATIONAL FINANCE CORPORATION
WORLD BANK GROUP

Progress in Results Measurement for Advisory Services

MAY 2007

Advisory Services: Core to IFC's Offer

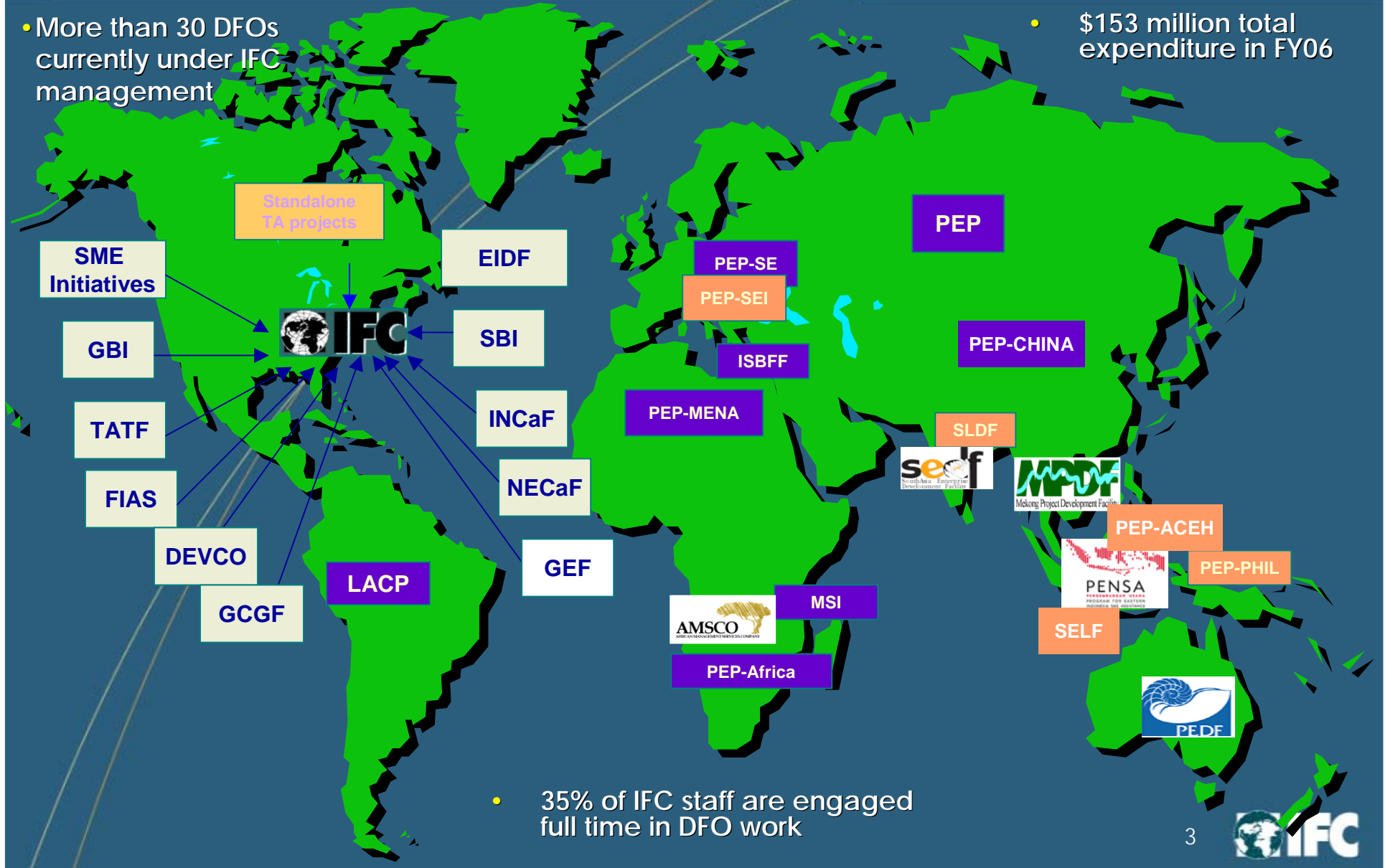


Results Measurement is critical to on-going success

GLOBAL AND REGIONAL AS DONOR FUNDED OPERATIONS (DFOs) and FACILITIES

- More than 30 DFOs currently under IFC management

- \$153 million total expenditure in FY06

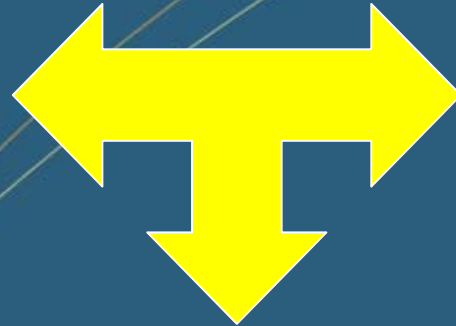


- 35% of IFC staff are engaged full time in DFO work

Advisory Services Structure

BUSINESS LINES

Quality Assurance
Knowledge Sharing/
Lessons Learned



REGIONAL DEPARTMENTS

Identify clients
Ensure Strategic Fit
Implementation



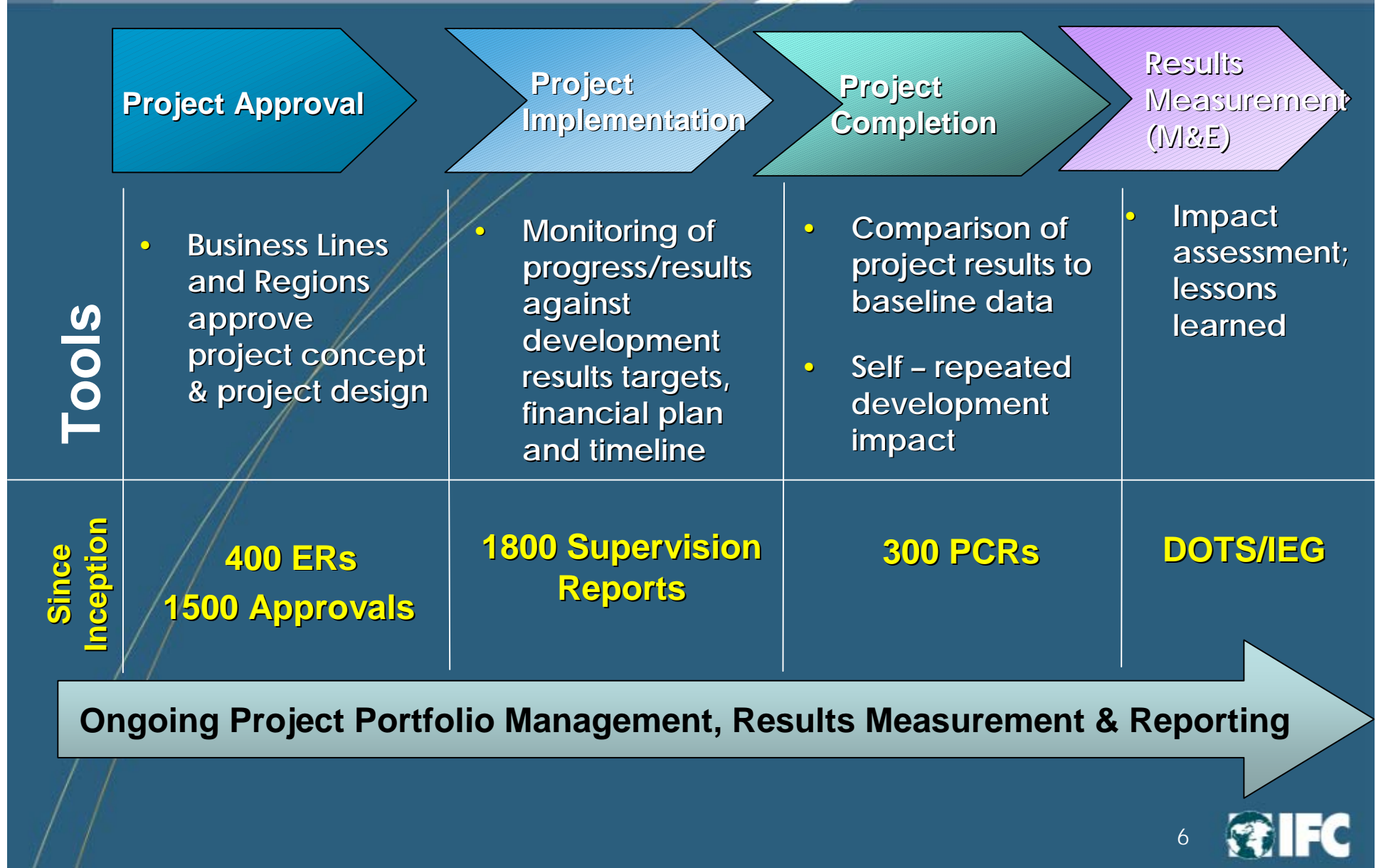
IFC Progress in Measurement

- Rollout of M&E Tools
- More M&E Resources
- Standardization of performance indicators
- Learning
 - Program reviews
 - Experimental designs



Advisory Services Project Life Cycle

Focus on Results¹



Standard Indicators – Corporate Governance (April 01-March 07)

Active in 20 Countries

Objective

- Support/strengthen CG policy/legislative reforms
- Facilitate the adoption of good CG practices in firms

Outputs

- Assisted 8373 firms in 11 countries
- Contributed to the drafting/amendment of 67 legislative acts in 9 countries

Outcome

- 25 legislative acts adopted
- 816 corporate documents adopted
- 660 companies improved operations
- 71 educational institutions improved CG courses, reaching 12890 students

Impact

- 1,366 M US\$ Investment/financing enabled as result of improved CG, of which 81 M US\$ from IFC
- Bang for the Buck: Every \$1 of funding translated into \$68 worth of investment enabled

Standard Indicators - Gender

Entrepreneurship Markets (June 02-June 06)

Active in 9 countries

Objective

Mainstream gender issues throughout IFC operations, and better leverage the untapped potential of women in emerging markets

Outputs

- 19 training events delivered to SMEs in 5 countries
- 138 business plans developed
- 62 substantive media reports produced

Outcomes

- 1004 fee-paying members of WBMOs in Bangladesh
- 10 SME suppliers had access to new markets, securing 12 active contracts with large firms in South Africa
- 100% cost recovery realized by GEM project in S. Africa

Impacts

- US\$ 6.6M Investment/financing enabled for participating SMEs in South Africa
- 30 women became entrepreneurs in Bhutan

Environmental and Social Sustainability Results (Apr 2002 – Jun 2006)

Outputs

- 80 Reports/case studies produced by 16 projects World-wide
- 4,750 People trained by 10 projects in Cambodia, China, Guatemala, India, Indonesia, Russian Federation, LAC

Outcomes

- 17 unique organizations improved operations in Russia, Ghana and Egypt
- 10 loans in the amount of \$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

Impact

- 52,350 Reduction in tons/year of CO2 emissions in Central and 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

Business Enabling Environment - Overall Results at a Glance (Oct 2001-Jun 2006)

OUTPUTS

110 existing laws/regulations to which improvements have been recommended

30 newly drafted or contributed to drafting laws/regulations

5,800 people consulted and/or trained

230 reports produced

OUTCOMES

35% of laws/regulations on which IFC worked on have been passed

70 advice/action plans / recommendations taken /adopted

100 administrative procedures changed

Time reduction for registration:
 • 17 days to 2 days in Bolivia
 • 11 days to 2 days in Nicaragua
 • 2.5 months to 1 day in Turkey
 • 60 days to 17 days in Peru

Time reduction for obtaining permits:
 • 20 to 5 days in Uzbekistan

Cost reduction for obtaining licenses:
 • \$200 to \$85 in Peru

35% of all disputes referred to mediation have been enforced successfully, SECA

IMPACTS

Increase in registered firms

- 1,080 SMEs in Bolivia
- 3,100 SMEs in Lima
- 3,000 businesses in Egypt
(over last 7 months)

Program Reviews

- External, Independent
- Learning Focus
- Scale up and Replicability

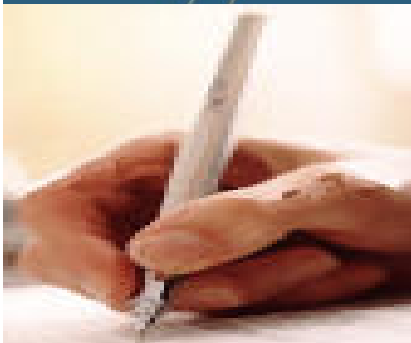


Program Reviews: Relevance, Efficiency, Effectiveness, Sustainability

- Linkage programs
- Access to Finance programs
- Management training for SMEs (Business Edge)
- Web-based information (SME Toolkit)
- Corporate Governance
- Leasing
- Public-private dialogue In Africa
- Business Associations
- Bank Advisory Services (ongoing)
- Stakeholder engagements (launched)
- Credit Bureaus (launched)
- Madagascar Port Concession (launched)

Randomized Experiments

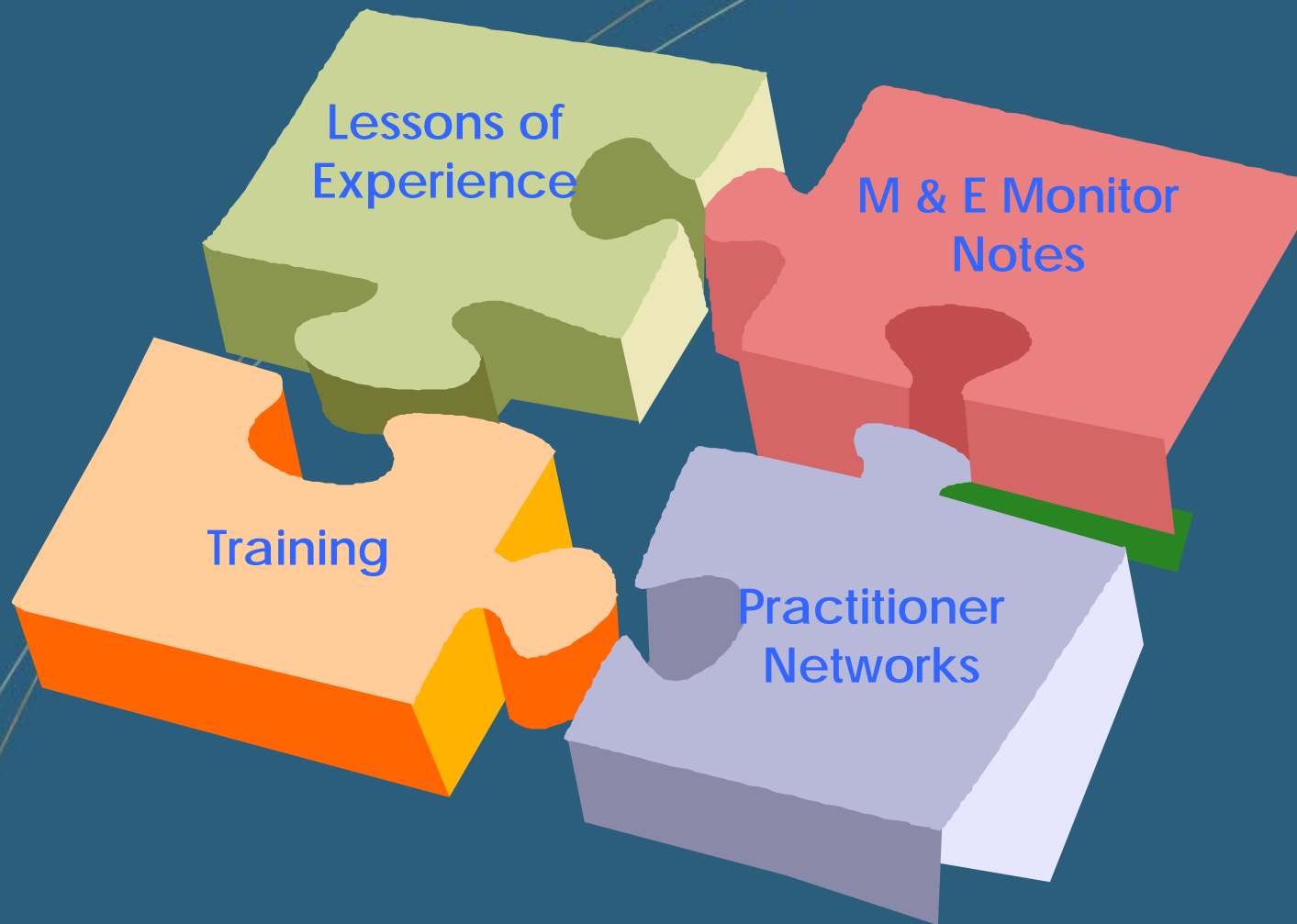
- Ex-ante and Systematic
- Control and Experimental Groups
- Address Attribution
- External partners



Experimental, Quasi-Experimental Designs

- Seaweed Agribusiness (Indonesia)
- Municipal Simplification in Lima Peru, Brazil and Alexandria, Egypt
- Access to Finance (Indonesia)
- Farm Forestry (India)
- Alternate Dispute Resolution in Balkans and Pakistan (scoping)
- Dairy Farmers (China)
- Corporate Governance (Ukraine, Armenia)
- Romania Dialysis (scoping)
- Nigeria IFC-IDA BDO evaluation launched
- North Andre China
- Lesotho Hospitals (scoping)
- Business Edge in Egypt launched
- Vinnytsya Dairy (Ukraine) pilot experiment results available
- Standards in the Balkans (ongoing)
- Endeavor Entrepreneurs

Knowledge Sharing



Training and Practitioner Networks

Recent and Upcoming Events

1. Training

- Impact Assessment Training by MIT Lab: 3 days - May 3,4 & 7, 2007 .
- Web based Training Tool (Ready by end FY07)

2. Practitioner Networks

- M&E Regional Meeting in Cairo, March 6-7, 2007¹
- M&E Annual Meeting at HQ: Innovation in Evaluation for Development assistance, May 1-2, 2007²
- M&E Regional Meeting in India, December 2007

¹ Proceedings on web site:

http://ifcqp.ifc.org/quickplace/pdfinfo/PageLibrary85256F5100520001.nsf/h_51781A86A03FF040852572AB006F8C28/603BA8435E5F4D2B852572AB00709FDA/?OpenDocument

² Watch Out for Proceedings on SME (M&E) website

INPUT/FEEDBACK/QUESTIONS??

Resultsmeasurement@ifc.org