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**Project Design, Information Utilization and
Learning from Project Experience: Approaches of USAID
and the World Bank**

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Summary

This report covers a diverse set of issues related to USAID's and The World Bank's project design and documenting information on learning from experience. Selected findings are in brief:

1. The "Logical Framework", once adopted by GTZ from AID, is still the standard instrument of project design at AID and has undergone only slight modifications.
2. The main benefit of "Logical Framework" as perceived by AID, is bringing logic and order to the planning process.
3. The World Bank does not apply the "Logical Framework", but employs standard methods of financial and economic analyses as does AID.
4. Both organizations have recently placed increased emphasis on information management and utilization.
5. Both organizations have comprehensive systems of information documentation. Making these systems more user-friendly is one of their primary concerns.
6. To improve user-friendliness and efficiency of systems, the current trend in both organizations is from centralized systems to decentralized (federated) systems and linked networks of information bases.
7. Both organizations are currently working on improving their systems technologically and in terms of structure, considering

project experience information a major asset for their effective operation.

8. The crucial function of learning from experience is in the World Bank provided by Operations Evaluations Department (OED). Its contribution to quality control and experience dissemination results from its rigorous ex-post evaluation process.
9. In USAID, much of the project monitoring and evaluation is performed by local missions, but key functions of institutional memory and dissemination are with the Center for Development Information and Evaluation (CDIE) at USAID/Washington. The Center also links up to international information systems of other multi- and bilateral development agencies.
10. The dissemination process in both organizations is not perfect. Specially the World Bank identifies this as a problem area since its reorganization.

1. OBJECTIVES OF THE STUDY

Information overload is a problem of our times. This report is therefore kept brief. Information is a resource. As any resource it can be wisely used or be wasted. "Information pollution" may result from excessive dumping of information on people in an institution. That results then in situations of "drowning in information, but starving for knowledge", as J. Naisbitt (1986) puts it. Information systems and technology bring order to the chaos of information pollution and, therefore, give value to data, that otherwise would be useless.

A well-functioning information system has to start off with a systematic generation of the know-how internally available in the development institution with appropriate utilization of external know-how resources. Such a system needs to be user-friendly, and incentives for actually using the system are to be established (GTZ, 1988).

In view of GTZ's reorganization, the importance of ensuring that the findings and lessons from project experience are effectively utilized and disseminated to all staff is recognized. To find out how this process works in other major development organizations this study was undertaken in The World Bank, which also went through a reorganization in 1987/88, and in the United States Agency for International Development (USAID).

The first subject of this report is the application of project design and planning methods, especially the utilization of the design instrument "Logical Framework" (LF) by USAID, from which the GTZ's ZOPP-method once originated. The results of the review of materials and of discussions with interview partners (list see at end of this report) are compiled in chapters 2 and 3 and address issues such as: frequency of LF-application, information needed to create a logical framework, benefits and further development of the instrument, as well as other methods used for project planning, implementing, and supervising.

The second part of the report (chapter 4) deals with the procedure and process of generation, dissemination and utilization of lessons learnt from experience: description and analysis of the information systems used in both organizations, the workings of the formal and informal channels of information and experience utilization, and feedback of the generated experience into new projects (Terms of Reference, see annex 7)

2. LOGICAL FRAMEWORK - present status of application in the US Agency for International Development (USAID)

2.1 The users of LOGICAL FRAMEWORK and frequency of application

Since the early 1970s, the Agency of International development (USAID) has used a goal-oriented system called the "Logical Framework" (LF) as its fundamental approach to the design and evaluation of its development projects. Due to AID's decentralized

structure, the overseas missions are highly independent and control their own portfolio. Therefore, most of AID's projects are created and designed at the mission level.

Project ideas are presented for review in the form of a Project Identification Document (PID). PID is the first formal document in the process which leads to approval of a specific project (and does not exceed 50 pages). Although background information available at this stage (about one year after the idea of a project surfaced) is seldom adequate for a fully developed LF, PID should contain a preliminary LF. At this stage, the goal (overall sector program development objective) should be stated, and the project purpose as the solution to a problem or related group of problems should be identified. The outputs as the means of achieving the purpose may still be tentative and alternative inputs may still be under consideration.

Since it takes about two years for a project idea to develop into an approved project (if at all), LF, during this process, is subject to change when additional information is available. In practice, during the life of a project, frequent changes of LF are happening. The politics of the host country might change, an addition of funds might occur which result in new or extended activities. Inputs are a critical part of LF as the mixture of inputs, their numbers and their costs might change and result in a different LF.

When the Project Paper, after several reviews, is finally submitted for appraisal, all the necessary data have been analyzed and the information concerning feasibility, methods of financing.

monitoring and evaluation is included. The details on inputs and outputs of the LF are outlined. Each project is requested to have a complete LF as an annex. As an example, a most recent LF for a complex multi-sectoral project that pursues the goal of improving health and productivity of the population is attached in annex 1 of this report.

Exceptions to this operative request for employing LF are all non-project assistance projects, such as cash transfers, commodity import programmes, or relief and emergency programmes or political programmes.

2.2 Intensity of LF application

In most cases, identifying and designing a project is done at the mission level in the host country. The design team consists of AID personnel, technical experts, consultants, and host country officials, who are most important to the success of a project and have to be included. The team might comprise about five to ten people, the "less the better". One person who is an expert concerning LF will be the moderator. The establishing of an LF matrix requires usually a day to meet the End of Project status (EOP). After a certain amount of time (one week) the team meets again to review the matrix.

Frequently, the designing of an LF is done by only one person who is responsible for putting the draft of the Project Paper together. This can be the principal project design officer or the technical officer (health, nutrition, water and sanitation, agriculture).

2.3 Determination of project goals by country strategy

Aid project descriptions normally cite a single goal towards which the project is directed, usually at a national level; however, many projects also pursue goals characteristic of the target groups, sector systems or institutions. Projects are designed to support the strategies which are outlined in the Country Development Strategy Statement (CDSS) and which are reviewed every three to five years. The project goal should be a restatement of the goal outlined in the CDSS and should match the strategies which are laid out for each sector.

2.4 Information needed for the creation of a Logical Framework

The information which is required to create LF depends very much on the type of project planned. In general the following information is essential:

- general project budget, including host country funding
- sector analyses
- feasibility studies
- cost benefit comparison of alternative solutions
- internal rate of returns
- technical expertise
- research data
- demographic data
- data on human resources, equipment, facilities and supplies

- data on the counterpart institution (staffing, capacity for data collection and analysis, training and technical assistance needs)
- time schedules
- monitoring and evaluation requirements

2.5 Changes and further developments of the LF

There are two types of logic used in the four by four matrix. The rows represent the "vertical logic" which shows how and why (purposes) a project is undertaken. They represent different levels of objectives and include the means required to verify and achieve them.

The goal is the ultimate objective for undertaking the project. Inputs comprise personnel, physical resources and financial elements needed to achieve the stated outputs. If inputs are provided, then outputs will be produced. Outputs are those achievements derived directly from the management of inputs. If outputs are produced, then the purpose will be achieved. The Purpose is what the project is expected to achieve once completed.

It is at the purpose level that there has been discussion within AID for a couple of years to place greater emphasis on the specifics of this part of LF. There is some concern among AID personnel that the End-of-Project status, means of verification and assumptions for achieving the purpose have been somewhat neglected. There is a

general feeling that this part of the LF should be regarded as more important.

The "horizontal logic" (columns) shows what is to be achieved by the project and what is required if it is to be a success. Verifiable indicators specify the type of evidence needed to verify the achievement of the objectives at each level; and means of verification indicate specific means of measurement. Important assumptions are factors outside the control of the project but are vital to the success of a project. Assumptions are seen as the policies, strategies, actions and activities of the host country. If they are not realized, if they prove to be not doable, the project will be changed or not approved.

The logical framework matrix has been modified during the 1970's. These changes do not alter the basic concept of the Logical Framework. They are merely intended as "convenient means to clarify or elaborate one or another aspect of project design" (USAID, Nov.1983). The application of any of those modifications is not required. Following modifications are suggested:

- the provision of an added column (means of verifying assumptions) to clarify and elaborate the assumptions;
- the insertion of additional rows in the vertical hierarchy of the objectives (intermediate output between input and final output levels, sub sector goals between sector goal and project purpose)

- the insertion of an additional column for specific targets between objectively verifiable indicators and means of verification
- input-output or cost-benefit comparisons which facilitate the comparison of inputs versus costs and outputs versus benefits;
- evaluation of benefit incidence (nature of benefits and an identification of the target groups), the matrix showing both the original plan (project design) and the current status (evaluation) to measure and compare changes that have taken place over time (USAID, Nov. 1983).

There is also a general feeling that LF should be used in the wider context of non-project assistance, which has become more important in recent years, programme loans, grants, reviews of general policy issues.

2.6 Benefits, perceptions of the Logical Framework

AID personnel can be divided into advocates of LF and people who are indifferent. For those who are advocates it is a systematic and convenient tool that is useful to the project designer for simulating and visually displaying the design elements so they can be summarized, understood and communicated more easily to others involved in a specific project. Since LF has become over the years part of AID's institutional culture, it is very much used as a tool of communication. The terminology of LF is understood by everyone and the specific definitions are universally used. LF is also regarded as

a useful instrument for sharing information between host and donor and "helps avoiding confusion among everyone concerned".¹

Many projects are designed rather quickly, so it is employed "to help think through a project plan", and as a "disciplinary instrument that brings logic and order to the project". LF allows a more "consistent and more focused design, and a more economic use of resources". In the review process, LF is foremost "a time-saving tool for busy executives (like mission directors) who never have the time to read a paper carefully". Because of the built-in control elements (the causative linkages from input to output, from output to purpose, and from purpose to goal, the mission director (and other people involved) realize immediately, if "the project elements do not fit together", and the project has to be revised.

LF also provides a starting point for the annual review (projects are not fully funded, they have to apply for money every year). Its monitoring and evaluation requirements allow for a clear framework of judging performance and impact of a project. The LF is "usually the first place to look at when a project is being evaluated". The accountability aspect is also very prominent in the final evaluation process. Finally, LF is requested by the auditors who audit the budget of every project.

For staff who is indifferent, LF is just one more piece of paper to fill out. For them it is clear that LF is often created after the

¹Sentences in "... " are from interviews of various expert staff (list of interview partners, see annex 6).

fact, that is after the project is already designed. They feel that LF does not give any guidance on whether the project is optimal in the sense that it addresses the most critical constraint to goal achievement. There is no attempt to include any guidance from proven strategies nor an evaluation of cost or of feasibility of other strategies that may be said to reach the project goal. It also gives no guidance on questions of socio-economic equity such as equitable income distribution, employment opportunities, access to resources, unless these aspects have been explicitly included.

2.7 Surveys on the impact of LF

To date, there has been only one attempt at evaluating the efficiency and usefulness of LF to AID. Three years ago, a survey was ordered to be undertaken by a consultant (Solem 1986). The result, however, was rejected, by the agency, because it mostly contained "anecdotal material". The report describes the history and genesis of LF within AID. It finds that LF's impact on the project design and evaluation has been profound. Especially in the realm of review is it considered very useful, since it enables a reviewer to understand a proposal with minimal time investment.

In a sample of 25 interviews of leading AID staff, eighteen persons came out with a positive and complimentary opinion, while seven seemed somewhat critical. Opinions range from "I don't use it, it is just another hurdle to clearing a project" to "the logframe is alive and well with me" (Solem, 1986).

A number of Solem's interview partners point at the necessity to further develop the LF as they perceive it being done well by GTZ. "Employed as intended, the logframe is a powerful tool. However, it has reached the stage of routinization where it needs a new stimulus to heighten its effectiveness" (Smith, 1983). The recommendations of the Solem report focus primarily on the training to apply LF which seem to be somewhat neglected with only two hours in a one-week training programme.

A systematic review of LF in 47 projects in West Africa has been done by Delgado (Delgado 1983). He comes to the conclusion that the "logframe, after 10 years of use, is no longer fully appreciated, and therefore declining in value as a tool for improving project design and evaluation" (Delgado 1983).

3. Other Project Planning Methods used by USAID and World Bank

3.1 Methods used by USAID

The LF is objective-oriented. It does not describe the actions, activities or processes which transform means into ends. Other instruments fill these needs such as the Project Implementation Paper and the Project Paper. It is also not the only tool that can be used to achieve the ultimate specification of project objectives. The six principle analyses discussed below are the other methods used to ensure that the best choices are made: technical, financial, economic, social, environmental and administrative analyses. They are

undertaken by professionally qualified staff and cover specific analytical aspects during project development. Together with the LF they are part of the Project Paper (see USAID March 1989).

Technical analysis

The technical analysis examines the technical feasibility of a project. An analysis of feasibility gives the answer to two questions: whether it is possible to implement a project in the form proposed and whether the means selected and the methods proposed for the realization are technically the most suitable and cost-effective. Furthermore, its objective is to ensure that the technical solutions presented are consistent with the body of knowledge and to consider alternative courses of action and analyze their impact and sustainability.

Financial analysis

The financial analysis provides a budget description and shows how the funds are distributed to various activities. There are several standard methods used which usually lead to the determination of the Financial Rate of Return.

Economic Analysis

The economic analysis gives an overview over the country's current economic situation, assesses the problem and describes the economic benefits of the proposed budget. Standard Methods used to

establish the value of a project to a country are the Internal Rate of return or least-cost analysis, cost-benefit calculation and cost-effectiveness.

Social Soundness Analysis

The social soundness analysis confirms the social-cultural feasibility of a project. It examines the social-cultural context of the project area in relation to the wider social, economic and political environment. The analysis describes the target population (education, ownership of land) and reviews the extent of its participation in the proposed project. Furthermore, it identifies implementation obstacles that may arise from intra-family, local and national socio-economic factors. It also addresses the project impact and the social issues which have a special bearing on the success of the project (employment, population growth, health).

Administrative analysis

The administrative analysis describes the institutional background of the host country's participating organizations which includes a systematic examination of the management, staffing, organizational experience and capacities of the intended participants.

Environmental analysis

Every proposed project is required to be assessed in regard to

its environmental impact. Environmental assessment is based on relevant environmental studies and risk-benefit analysis.

3.2 Methods used by the World Bank

The World Bank does not employ the Logical Framework. The methods applied to design, implement and guide a project through its life, however, hardly differ from the ones used by AID. Since the Bank's main task is to lend money to developing countries in response to country requests, the emphasis might be somewhat different. The principle stages of a World Bank project are the identification of the project, its design, preparation and appraisal, its implementation and its evaluation, once the investment phase has been completed (Baum/Tolbert 1985). Before a project is submitted for approval (via Staff Appraisal Report), extensive analyses of the economic, financial, social, administrative and environmental situation are undertaken, including the technical feasibility.

Although not all World Bank projects include monitoring and evaluation requirements, project supervision is one of the most important activities. Its main purpose, among others, is the dissemination of significant lessons learned during supervision to Bank staff, management and Board and the use of this experience in improving the design of future projects, sector and country strategies and policies (World Bank, March 1989). The next chapter shows how this is done.

4. Approaches to processing, documentation and utilization of project experience in World Bank and USAID

4.1 Departments responsible for the processing, utilization and dissemination of experience

4.1.1 World Bank: key role of OED

The key role in processing, utilization and dissemination of project experience in the World Bank is played by the Operations Evaluation Department (OED). The Director-General, Operations Evaluation (DGO) has overall responsibility for the Bank's evaluation function. The DGO reports to the Board of Directors and has an administrative link to the President of the Bank. He is appointed for a renewable five-year terms and can be removed only by the Board. To further enhance his independence, he may not join the Bank staff upon termination of his contract.

The Operation Evaluation Department is the staff arm of the Director-General. It is headed by a director. The principal functions are:

- assist the Director-General in making periodic assessments of the adequacy and effectiveness of the operations evaluation system in the light of the objectives and programs of the Bank;
- carry out performance audits on selected completed projects and conduct evaluation studies focusing on selected issues and sectors.

- encourage and assist member countries to develop their own operations evaluation system; and
- disseminate findings regarding Bank operations both within the institution and to a wider development community (World Bank Sept. 1988).

OED is distributed into two divisions: Agriculture, Infrastructure and Human Resources; and Policy-based Lending, Industry, Public Utilities and Urban Sectors. The department has a staff of 61, including 40 higher-level staff.

The effectiveness of OED seen from the operation side lies in its control function. Since the staff "know there is someone to whom they are accountable they try to give their best." It is in the nature of evaluation that the results and recommendations and eventual changes of strategies arise with a sometimes long time lag. During this time the operation staff might have already made the necessary adjustments.

From OED's point of view, the main functions are the providing of empirical and logical evidence and the providing of specific reinforcement in confirming suspicions with written evidence.

OED has no control over the feedback process. The reorganized sector departments of Policy, Planning and Research (PPR) are responsible for converting OED's findings and recommendations into bank-wide policy formulations. The Operations Complex, through the Economic Advisory Staff, Central Operations Department, the Regional Vice Presidents' Offices, and the Technical and Country Department

managers and advisors, ensures that the results of OED's evaluation and its recommendations are incorporated into new projects.

4.1.2 USAID: The Center for Development Information and Evaluation (CDIE)

The key role in learning from project experience at USAID is played by the Centre for Development Information and Evaluation (CDIE). The CDIE is part of the bureau for Program and Policy Coordination (PPC). Sixty persons work in this office.

The administrative structure of AID and the position of CDIE is described in figure 1 and 2. The primary purpose of the Center is to foster the use of information in support of AID's development assistance efforts. It collects, manages and provides access to technical, statistical, project and evaluation information to improve the effectiveness of AID's projects, programs and policies, to strengthen the ability to apply lessons from experience and to disseminate development information to AID staff, developing country institutions, contractors and other donor agencies.

The Center is subdivided into the Program Policy Evaluation Division and the Development Information Division (DI). The DI performs all the functions related to the collection, storage, packaging, and dissemination of information. Part of this division is the Document and Information Handling Facility (DIHF, see figure 3), which operates the Development Information System (see figure 4); the Economic and Social data Services; the Research and Reference

Figure 1

Agency for International Development

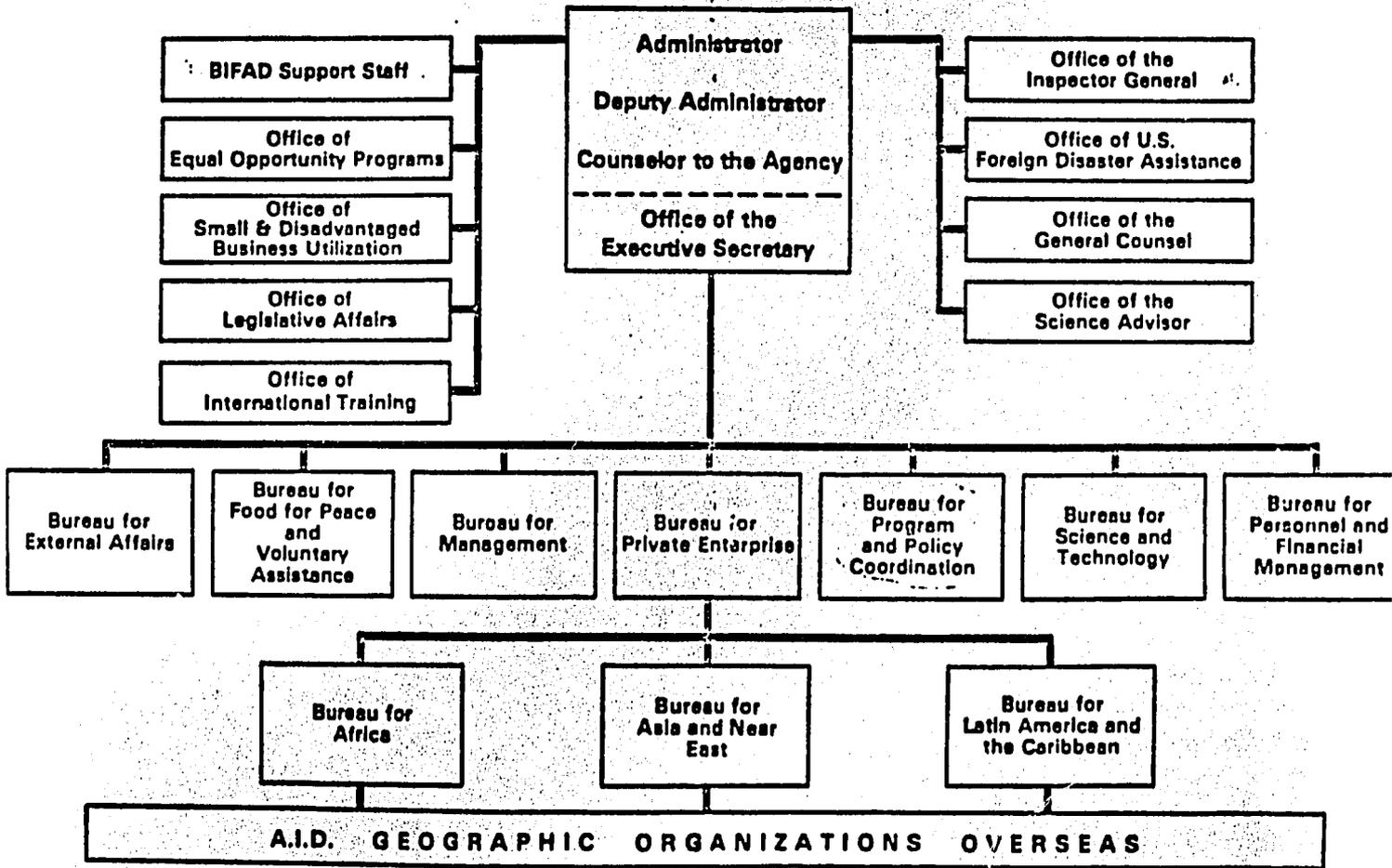


Figure 2

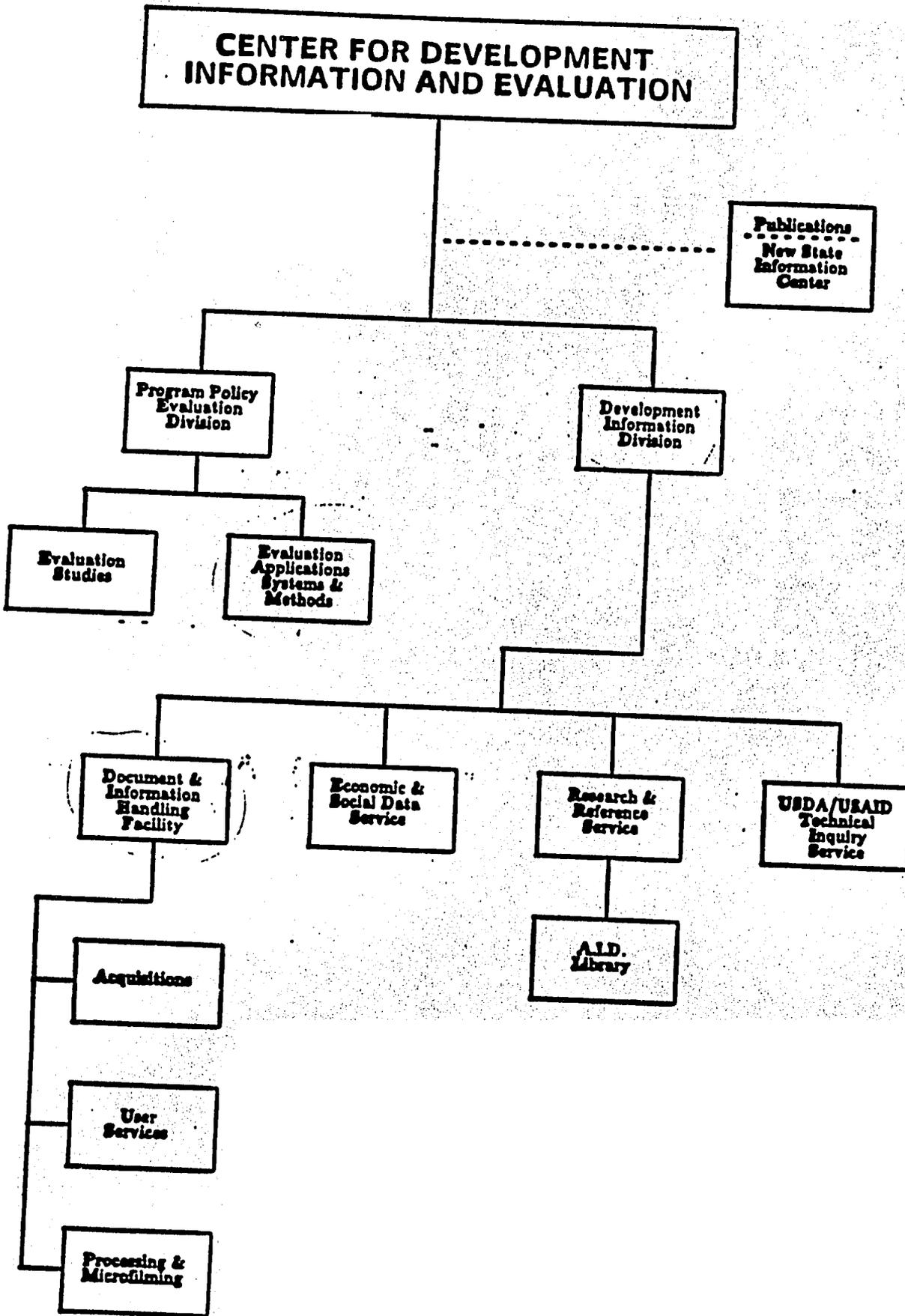
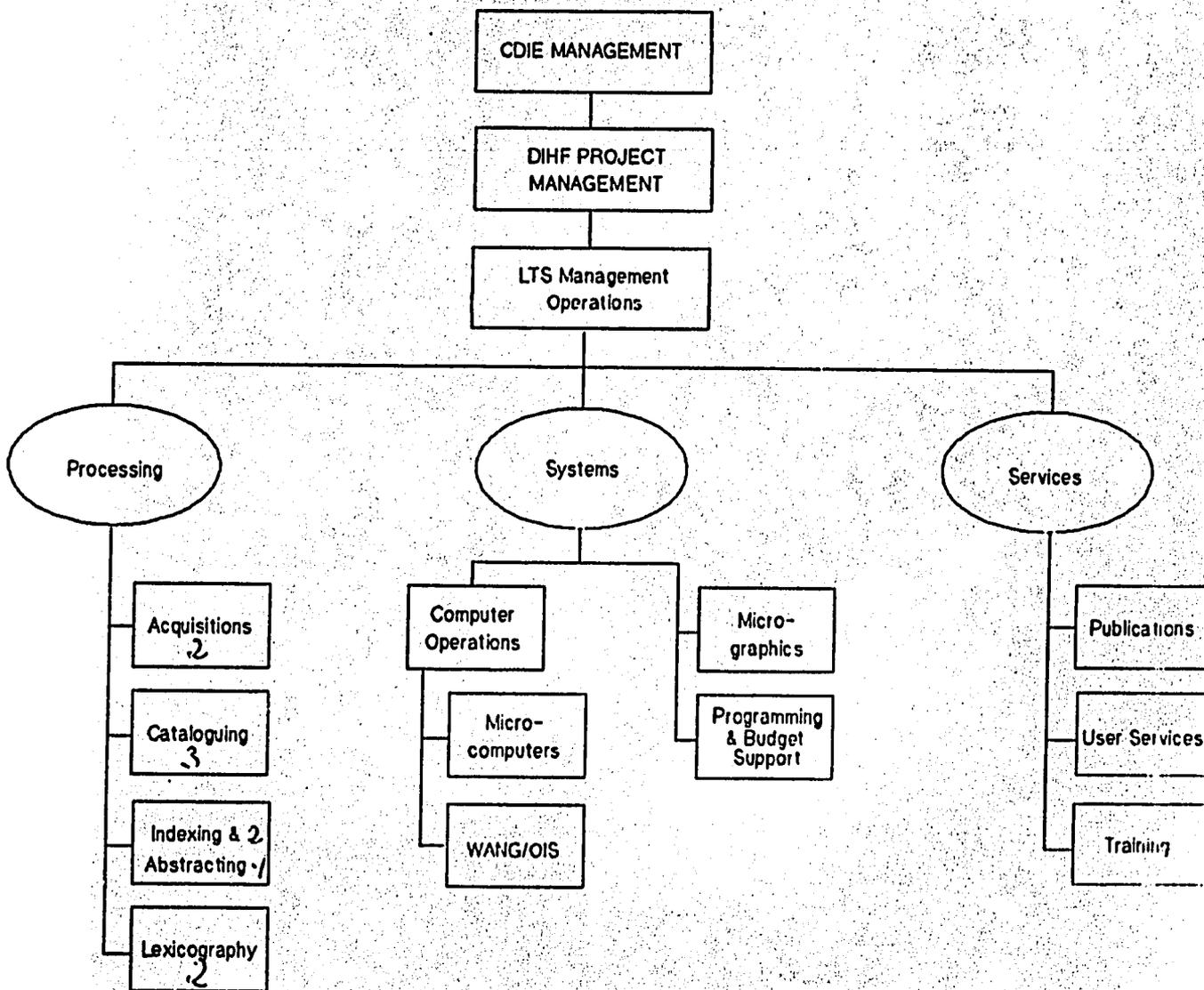


Figure 3

DIHF Organization Chart



Services, which operate the AID library; and the Technical Inquiry Service.

The Economic and Social Data Services operate and maintain the Economic and Social Data bank, a computer system for the storage, analysis and dissemination of economic, financial, trade and social statistical data (commodities, financial flows, trade, production etc.). Data included in the data bank are obtained from a variety of sources (details see annex 2). Staff analyze the data and provide information in response to specific requests. Semi-annually, micro-computer disks are sent out to the Missions with an update of country and sector specific data.

The Research and Reference System offers comprehensive research and bibliographic support to Agency personnel. Three kinds of tailored information Packages are available to Agency staff:

- a reference packet which answers to specific questions;
- a document packet which includes copied documents relevant to the subject;
- a comprehensive and annotated bibliography targeted to the subject and purpose of the request.

The Agricultural Technical Inquiry Service provides mission personnel access to the agricultural literature of the US Department of Agriculture on request.

CDIE produces AID Research and Development Abstracts (ARDA), a quarterly bibliography of citations and abstracts of current AID-funded research and technical reports (details see annex 4). CDIE

also serves the monitoring and evaluation process (respective publications from CDIE see annex 3). However, responsibilities for M&E are divided between AID/Washington Bureaus and their respective Missions or Offices. This division of responsibilities corresponds to the decentralized management system of the Agency. Missions and Offices are primarily responsible for the planning and implementation of monitoring and evaluation activities. AID/Washington Bureaus are responsible for coordinating evaluation work among their Missions and Offices; conducting evaluations to meet Bureau information needs; providing guidance, standards and assistance; and integrating Bureau information needs into Mission or Office evaluation work (USAID April 1989).

4.2 Systems of Processing, documentation and utilization of project experience

4.2.1 World Bank Systems

Very recently, the World Bank developed an information management framework that clarifies the objectives of information management policies, the main characteristic of the Bank's information environment and the primary constraints to effective management of the Bank's information resources (Hanna, Duces 1989). Among major constraints identified in managing its information resources the Bank faces the following:

- most of the substantive information is in the form of text, stored in paper, not adequately indexed

- lack of directory-type tools to inform staff of existence of information resources
- information management and sharing tends to be top-down and information is often used in turf-building and regarded as private property.

Annex 5 contains the information support structure for higher-level staff at the World Bank by information sources, creating units, users, and related problems as compiled by Hanna and Duces (1989).

Under the framework the following strategies and policies are proposed:

- to move from considering information-related costs as a burden towards a view of information being a strategic institutional asset to be developed, maintained, and exploited effectively
- to emphasize decentralized federated systems and to make current systems more user-friendly
- to enhance open communication between senior management and staff at large (Hanna and Duces 1989).

The following is a description of project related information generation and utilization. Data are collected throughout the life of a project, starting from the stage of project idea till the final conclusion of a Project completion Report (PCR). The basic documents to be referred to are

- Executive Project Summaries, Project Briefs Feasibility Studies, Appraisal Reports,
- Loan /credit agreements

- Supervision reports
- Annual reports on Implementation and Supervision
- Borrowers Progress Report
- Project Correspondence Files
- OED Annual Review of Project Performance
- Financial Statements and Audit Reports.

This project file supplements the computerized record system and is maintained in the appropriate Regional Information Center. The Project File also contains detailed reports on the implementation of the project such as progress reports, consultants reports and memoranda which have been prepared on the project. Task managers and division chiefs are in the best position to determine whether information gathered during supervision is of interest outside the originating division and should be included in the project file.

The Project Completion Report (PCR) is the key document in the Bank's evaluation work, which are to be prepared for all investment and adjustment lending operations financed by the Bank. One primary objective of the PCR system is to facilitate the derivation of lessons of experience from completed operations by the Bank and its Borrowers through a retrospective assessment at the end of the implementation period. PCR's from all projects are sent to the Operation Evaluation Department (OED) to undergo an ex-post evaluation.

The major instruments used by OED to disseminate its findings are the Project Performance Audit Reports (PPARs) and PCRs which pass through without a full audit. About 40 percent of all PCRs receive a

full audit. A full audit report includes a field mission, a review of all the relevant documents and surveys done by local consultants. The remaining 60 percent receive a careful reading review of the Project File. Many of these are put on hold to be evaluated later if they are project reports from the same or adjacent country. This grouping of countries saves travel time. Clusters of audits by sector in the same country increases the thematic value and shows the replicability of the findings. PCRs, PPARs and Clusters of Audits are the building blocks of the operations evaluations system. Operations and OED staff involved in the preparation and review of these documents are fully familiar with the issues. Dissemination within these groups is therefore quite effective.

A great deal of dissemination actually takes place before the OED final report, as staff members comment on successive drafts. In particular, the PCR review and PPAR preparation process provide excellent opportunities for interaction between the authors of the reports, their colleagues and the managers concerned. Staff at large have to rely on documents which are of a more general nature or present conclusions in a more synthesized way. Impact studies, country and sector studies usually have a regional or sectoral focus or address specific topics. They are targeted to particular audiences within and outside the Bank which have a strong incentive to make use of the findings (World Bank December 1988).

The Annual Review of Project Performance Results by OED covers the results of PPARs and PCRs in a given year for the various sectors.

Each sector assessment includes a chapter on lessons of experience and feedback. The Annual Review treats Bank staff, management and the Board as an undifferentiated clientele and as a result, loses much of its impact by being too broad and overwhelming. Most staff are inclined to look for guidance on specific matters and find the Annual Review of limited value (World Bank 1987).

The Annual Report on Operations Evaluations summarizes OEDs' activities, resource allocation and the issues that deserve attention and assesses the effectiveness of the Bank's operations evaluation system and dissemination process. The principal audience are the Executive Directors and the Board of Governors. Part of the Report (FY88) is an annex which reproduces the responses of operational managers who reported to OED on the effectiveness of dissemination and feedback in the context of a selected number of evaluation studies, audits and PCRs (World Bank Sept. 1988). The Directory of OED Reports lists all OED documents up to a certain date. The listing includes all the above mentioned documents. The purpose of this directory is to facilitate access to the OED Information System which is a computerized system designed to enable staff to interrogate and retrieve information from PPARs and PCRs. The system stores the following information from the OED reports: Identifiers (project title, country, sector, report, loan/credit number and date); the basic data (key dates, financial and economic data); evaluation summaries of PPARs and PCRs and a concordance of points of interest.

classified by topic (World Bank Oct. 1987). Access is available to staff via PCs with appropriate communication systems.

Under the Policy, Planning and Research wing (PPR) of the World Bank, the following three different types of databases are maintained:

- numeric databases, consisting mainly of statistical data (e.g. Balance of Payments database)
- information bases, mainly consisting of text information (e.g. Environmental Information System)
- bibliographic databases (World Bank, may 1989)

4.2.2 USAID systems: The Development System (DIS)

The development Information System (DIS) was designed by the U.S. Agency for International Development to support Agency needs for ready access to information and documentation on AID projects, programs, policies, and research. DIS constitutes the institutional memory of the Agency. DIS comprises several computerized databases which provide descriptive information on AID projects, and references to associated project, research, and technical documents. These databases use the MINISIS database management software and are maintained by the Document and Information Handling Facility (DIFH).

DIS-databases

The DOCUMENT database contains references to over 45000 A.I.D. sponsored documents from 1975 forward. The bulk of these documents focus on the design and evaluation of lessons learned from AID projects. Each database record includes a bibliographic description, an identification number and assigned key words. Abstracts are included for key project and research documents.

Complementary to the above mentioned database is the PROJECT database which provides descriptions of over 7000 AID projects. Each record includes the title, beneficiaries, purpose, major activities, implementing agencies, first column of the logical framework, progress and final reports.

A number of other databases are part of the DIS, for instance, the indexes to the microfiched central project files of the Regional Bureaus. Other databases include the Catalogue data base for non-AID publications, an Index data base for classified material, Bank index data base for project and evaluation papers from different development banks. There are also highly Specialized databases which include the women in development database, the renewable energy database, and the Special Project on African Agricultural Research database.

Staff are requested to send to DIHF key project, program and research documents produced by AID Missions, AID/Washington and AID contractors. These include feasibility studies, approved Project

Implementation Documents, technical and research reports, conference proceedings, evaluation reports, bibliographies, and program documents.

AID also builds an International link system to foreign databases related to development (Both 1988). Interest was expressed to establish linkages to GTZ information systems.

4.3 Feed-back mechanism employed in both organizations

The World Bank's OED sees itself at the supply side of project experience through the distribution of its various products (see above). Each task manager is required to include in the Project Brief (first official document to be reviewed) and the Staff Appraisal Report a summary of the lessons learned from past projects. Important findings and recommendations of relevant OED documents (e.g. Project Completion Reports, PPARs) should be taken into account. At least one written paragraph should be included in the reports. Also, the country and sector strategy papers should reflect major relevant findings and recommendations from OED reports. In these papers, lessons learned from experience influence the formulation of bank strategies and policies.

The Review Committee for the Project Paper at USAID requires a reference list so that it can be sure that past experiences are included in the proposed project. Evidence needs to be shown in the design document that the project designers have considered and applied past project experience, too (USAID April 1989).

Both organizations emphasize the importance of informal dissemination of experience through discussions among colleagues, debriefings, meetings and conferences, staff retreats to exchange views on relevant issues. The value of the personal experience of the staff cannot be overestimated.

Both organizations, however, conclude that the dissemination of experience is far from perfect. In the World Bank, the reorganization has created a need for new approaches to more effective dissemination, since the informal channels have been considerably weakened as some of the interviewed staff members stated. The World Bank has recognized that need and has established a task force in response to these concerns (World Bank, Dec. 1989). Its recommendations include "the availability of a more detailed and systematic information on operational experience through a well-indexed computerized database" (World Bank, Dec. 1988). A wider dissemination of OED findings is planned through the creation of a special publication (OED Digest or Abstract) which summarizes OED findings in a concise and easily accessible format.

A key instrument of the feed-back mechanism will be the newly established Management Response (World Bank May 1989). Bank managers are asked to indicate to OED the follow-up actions taken in response to specified OED evaluations of operational activities for which they are responsible with the focus on what was actually learned (World Bank, May 1989). In addition, the four Regional Offices were asked to review the dissemination and impact of a few selected projects (Audit

and Completion Reports). The results are published in the Annual Report on Operations Evaluation.

Some similarities in new problems but also new potentials created by the reorganizations of the World Bank and of the GTZ established a scope for more mutual exchange on learning from experience in new organizational structures. The assessment of this, however, goes beyond the scope of this report.

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Annex 1

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
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GOAL

To improve the health and productivity of the Belizean population.

- a. Measurable reductions in morbidity and mortality from endemic diseases which are directly attributable to specific health interventions.
- b. Development of economic sectors such as agriculture will not be adversely affected by losses in worker productivity caused by outbreaks of malaria, dengue fever, and gastro-intestinal diseases.
- c. The tourism industry will not be adversely affected by reports of outbreaks of the targeted diseases.

Reports from MOH's, Environmental Health Service, PAHO and other international health organizations. Reports from other affected ministries.

The improvement in environmental health and vector control services will not be offset by other factors such as declining economic conditions, social unrest, etc.

PURPOSECOMPONENT I

Control the incidence of malaria and dengue fever.

- a. To control the present epidemic of malaria and dengue fever by 1987.
- b. To reduce malaria incidence to a parasite incidence to 8 cases/1,000 population or less

NMCS and AACP surveillance records, case records of public and private hospitals, health centers, validated by: annual assessments, AID mid-term and EOP evaluations. and

Continuing GOB priority given to anti-malaria and Aedes aegypti activities.

Adequate GOB budgetary

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	by EOP. c. To reduce <u>P. falciparum</u> malaria to a point where it represents no more than 5% of the total yearly caseload of malaria by 1988. d. To reduce the total number of reported <u>Aedes aegypti</u> positive localities to less than 10% of the total localities in the country by 1988.	continuous monitoring by short term advisors and consultants.	support.

PURPOSE

COMPONENT II

To expand coverage of water and sanitation in rural communities and villages in three districts and to improve the national water quality control program.

- a. To expand the water supply coverage to 90% of the rural population in three districts.
- b. To expand the coverage of pit latrines to 50% of the rural population in three districts.
- c. To attain an 85% hand pump working status for all pumps in the three districts including those previously installed.
- d. An annual report of drinking water quality of rural areas for FY 86-FY 89.

EHS surveillance of rural water supply systems and sanitation devices. System coverage and usage verification by annual AID assessment, EOP evaluation, and continuous monitoring by long-term advisor and consultants.

Continuous G08 priority given to rural water supply and sanitation.

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<u>SUB-PURPOSE</u>			
<p>COMPONENT I</p> <p>To improve the effectiveness of insecticide spray operations; institutionalize effective surveillance; introduce alternative malaria and dengue fever control activities which minimize the need for house spraying with insecticides; initiate vector control research; continue <u>Aedes aegypti</u> control program (ACCP).</p>	<p>a. NMCs and ACCP fully & properly staffed & effectively operating to maintain continuing malaria and <u>Aedes aegypti</u> surveillance and control.</p> <p>b. Increased local involvement and cooperation with other GOB institutions.</p> <p>c. Volunteer malaria workers in place in 360 localities.</p> <p>d. Four vector control and/or other auxiliary or substitute methods for house spraying tested, and, where applicable, implemented.</p> <p>e. Active program in <u>Aedes aegypti</u> control.</p>	<p>Same as above, plus HMCS/ ACCP annual reports.</p>	<p>Research within Belize and world-wide will define appropriate alternative methodologies to provide viable operational methods for control of malaria.</p> <p>Major malaria epidemic does not occur.</p>
<u>SUB-PURPOSE</u>			
<p>COMPONENT II</p> <p>To improve the effectiveness of the Environmental Health Service by strengthening its institutional capacity and by establishing a national rural water quality surveillance system.</p>	<p>a. The Environmental Health Service (EHS) is fully staffed with trained personnel to maintain a continuing effort to supply water to rural communities and to insure that pumps and systems are maintained.</p> <p>b. The EHS is able to sample and analyze rural water supplies.</p>	<p>Same as above.</p>	<p>Continuing GOB priority given to water and sanitation.</p> <p>Adequate GOB budgetary support.</p>

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
To increase community participation in maintenance of water and sanitation systems and strengthen the role of district-level health teams.	<ul style="list-style-type: none"> a. All participating communities have an established and functioning health committee which manages the water system. b. The District Health Team meets regularly with community groups to promote self-help activities. 	Annual AID assessment, EOP evaluation and continuous monitoring by long-term advisors and consultants.	Continuing GOB support of Community Development and District Health Teams.

PROJECT OUTPUTS

<p>COMPONENT I</p> <p>1. House spraying with residual insecticides targeted and stratified to provide coverage where and when needed so that total insecticide spraying is reduced.</p>	<p>Reduction in the target house spraying targets in the spray areas.</p> <table border="1" data-bbox="574 980 1117 1042"> <thead> <tr> <th>Area</th> <th>1985</th> <th>EOP</th> </tr> </thead> <tbody> <tr> <td>Perennial</td> <td>17,000</td> <td>10,000</td> </tr> </tbody> </table>	Area	1985	EOP	Perennial	17,000	10,000	<ul style="list-style-type: none"> 1. NMCS and AACP annual reports. 2. Annual multi-donor assessment of operations. 3. Mid-term and EOP AID evaluations. 4. On-going monitoring by short-term consultants. 	<ul style="list-style-type: none"> 1. Continued availability of residual & ULV insecticides effective against the vectors. 2. Implementation capacities exist for alternative control methodologies. 3. Household acceptance of insecticide spraying will improve through health education and community involvement.
Area	1985	EOP							
Perennial	17,000	10,000							
<p>2. Functioning, effective and continuous epidemiological, parasitological and entomological surveillance system.</p>	<p>a. Blood slides from all sources including malaria volunteers are examined by NMCS and reported to the District Evaluator within 10 days.</p>	<p>Same as above.</p>	<ul style="list-style-type: none"> 1. Available trained staff 2. Malaria education improved in public and private sectors. 3. MOH actively parti- 						

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>3. Active vector control program in place in pilot areas to replace or supplement house and ULV spraying.</p>	<ul style="list-style-type: none"> b. Increase to 360 or more village malaria volunteers by EOP. c. Insecticide resistance tests on <u>A. Albimanus</u> and <u>Ae. Aegypti</u> adults completed each year in 4 or more NMCS Districts. d. Minimum of 5 resistance tests completed each year against other <u>Anopheles</u> species and other candidate insecticides. e. Minimum of 1 intensive field investigation for parasite resistance to drugs each year (1986-1988). f. Minimum of 2 research studies in progress to improve existing and/or evaluate new methods of vector control. 	<p>Same as above.</p>	<p>pates.</p>
	<ul style="list-style-type: none"> a. Operational implementation of a project to test feasibility of replacement of total house spraying with alternative control methods in representative areas by EOP. b. A research project to test various methods of vector control under Belize ecological conditions completed by EOP. c. Vector census systems functioning in each District by EOP. 		<p>Suitable methodology available which can be adapted to Belizean conditions.</p>

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>4. Active, presumptive prophylactic and radical treatment systems in place and responsive to surveillance data.</p>	<ul style="list-style-type: none"> a. Maintain an ABER (Annual Blood Examination Rate) at 10% or more each year of the project. b. Research investigations initiated on side-effects and acceptance rate by EOP. c. Radical treatment initiated within maximum of 14 days after blood sampling. 	<p>Same as above.</p>	<p>Anti-malaria drugs are available which continue to be effective against existing parasites.</p>
<p>5. Malaria and <u>Aedes aegypti</u> control education and information programs in place and serving all levels of NMCS, AACP & MOH.</p>	<ul style="list-style-type: none"> a. Three annual workshops and seminars for NMCS and AACP staff and sprayers completed and publicized. b. Appropriate information materials distributed to schools, district health teams and the public in all areas by the end of FY 86. c. New <u>Aedes aegypti</u> educational packages developed and distributed. d. Appropriate educational presentations initiated in six districts at least four times per year. e. Twelve or more annual media placements for informing and educating the public. f. One workshop on community involvement completed with each district health team. 	<p>Same as above.</p>	<p>Technical and creative skill logically exists for design and production of educational materials.</p>

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
6. Revised, intensified and continuing training programs for staffs of NMCS, AACP and other relevant MOH institutions.	<ul style="list-style-type: none"> a. Annual seminars and workshops covering all phases of malaria and <u>Aedes aegypti</u> control completed by EOP. b. Included in annual seminars and all NMCS and AACP training courses is a component on social, cultural and behavioral skills necessary to induce changes in behavior. c. Regional short-term training of one AACP and one NMCP employee in vector control as applied to malaria control and <u>Aedes aegypti</u> control. Two by EOP. d. Regional observation training of mid-level personnel: 12 by EOP. e. One U.S. MSc/MPH/Ph.D. course completed by MOH official by EOP. f. Short-term training in the U.S. or region in comprehensive vector control: 12 by EOP. 	Same as above.	<ul style="list-style-type: none"> a. Necessary Cabinet-level support available. b. Appropriate candidates can be identified and cleared. c. Suitable courses on malaria control and <u>Aedes aegypti</u> control will be available in the Latin American/Caribbean Region.
7. Effective program planning, management, and evaluation.	<ul style="list-style-type: none"> a. Yearly Plans of Action prepared and approved. b. Existing NMCs and AACP Plans of Operations are revised in 1985 and Plans of Operations for 1986-88 prepared by the end of 1985. 	Same as above.	GOB priority for malaria and <u>Aedes aegypti</u> control continues.

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LOG FRAME

<u>Narrative Summary</u>	<u>Objectively Verifiable Indicators</u>	<u>Means of Verification</u>	<u>Important Assumptions</u>
	<ul style="list-style-type: none"> c. Program evaluations completed in 1986, 1987, and 1988. d. AID mid-term and final EOP evaluations completed. e. Indicators for outputs 1-7 achieved in timely, effective manner. 		
PROJECT OUTPUTS			
COMPONENT II			
1. Installation of tubewells and handpumps in rural localities.	500 tubewells and handpumps installed in approximately 40 localities.	1 Reports from MOH, EHS, and other affected ministries and agencies.	EHS reorganization dedication of one full time environmental health assistant per district.
2. Installation of tubewells, submersible pumps, and storage reservoirs in larger rural communities.	20 tubewells, submersible pumps, and storage reservoirs installed in 20 rural communities.	AID mid-term and EOP evaluations and continuous monitoring by long-term advisors and consultants.	Local participation in the operations and maintenance of the water supply system and in the use of pit latrines.
3. Installation of pit latrines in rural localities and communities.	3000 pit latrines installed in rural localities and communities.		
4. Establishment of a functioning national water quality control program.	All rural water supplies sampled & analyzed at least once a year.	EHS water monitoring annual reports validated by AID long-term advisor and by AID evaluations.	

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
5. Project management skills institutionalized in EHS.	One two week workshop on project management for members of the EHS with follow up evaluation during LOP.	Same as above.	Reorganization at EHS.
6. Active community involvement in planning, construction and maintenance of water systems.	<ul style="list-style-type: none"> a. Viable health communities established and working in each project community. b. Community labor inputs to each system in accord with their agreement with the district PHI. c. Coordination established between community health committees, district health teams and PHIs; agreements signed with PHIs. d. Active maintenance fund established for each rudimentary water system. e. Community maintenance person designated for all water systems, maintenance kits distributed. 	Same as above.	Continuing GOB support for community involvement and district health teams.
7. Water and sanitation education and information programs in place and serving EHS, district health	<ul style="list-style-type: none"> a. One appropriate technology workshop per year in each of three districts. b. Six workshops (2 per district) on community development and 	Same as above.	Continuing provision of support of the Health and Community Participation Bureau,

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
8. Institutional capacity to maintain handpumps, wells and rudimentary water systems.	<p>village level for use in workshops.</p> <p>e. Educational media and demonstration material developed for appropriate technology workshops.</p>	Reports from districts where hand-crews have operated.	Availability of training facility and access to audience.
9. Effective programming, planning, management and evaluation.	<p>a. Yearly Plan of Action prepared.</p> <p>b. Annual Plan of Operation updated and adjusted.</p> <p>c. Evaluation completed - 1985, 1986, 1987.</p> <p>d. AID mid-term and EOP evaluation completed.</p> <p>e. Indicators for outputs on schedule.</p>		GOB priority is given for rural water supply and sanitation.

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
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PROJECT INPUTS

COMPONENT I

Government of Belize

1. Adequate funds for NMCP and AACP operations of LOP, including purchase of insecticides not provided by AID, with plans for continuing support after termination of AID assistance.

2. Adequate personnel staffing for NMCP and AACP.

3. Adequate facilities for NMCP and AACP programs through in-kind support of GOB health institutions.

GOB

- a. GOB budget \$2.28 million (equivalent) and funds provided to NMCP and AACP as required.
- b. Approved Plan of Operations exist over LOP.

GOB

- a. Annual GOB/MOH budget, and budget funds availability.
- b. Staffing lists.
- c. Field visitations.
- d. Provision of support for NMCP and AACP in national planning documents.
- e. Plan of Operations.

GOB

Adequate official and executive support for the malaria and Aedes aegypti control programs.

LOG FRAME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
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PROJECT INPUTS

COMPONENT II

Government of Belize
 1. Adequate funds for EHS Rural Water Supply and Sanitation operations, including fuel costs for project.
 2. Adequate personnel staffing for EHS and reorganization to facilitate project implementation.

GOB
 a. GOB budget \$1.05 million (equivalent) and funds provided to EHS as required.
 b. An approved Plan of Operations exists over LOP.
 c. EHS reorganized.

GOB
 a. Annual GOB/MOH budget and budget funds availability.
 b. Staffing lists.
 c. Field visitations.
 d. Provision of support for EHS.

GOB
 Adequate political and executive support for the rural water supply and sanitation programs in MOH

USAID INPUTS

	<u>USAID</u>		
	<u>FX</u>	<u>LC</u>	<u>TOTAL</u>
1. Technical Assistance	2,627	-	2,627
2. Operations Research	77	72	149
3. Training	227	97	324
4. Construction	-	165	165
5. Commodities	2,170	96	2,266
6. Evaluation	116	18	134
SUBTOTAL	5,217	448	5,665
7. Inflation	505		505
8. Contingencies	830		830
TOTAL	6,552	448	7,000

USAID

1. Consultations occur as scheduled.
 2. OR project documents.
 3. Trained EHS staff and community members.
 4. Functional lab exists.
 5. USAID and EHS reports.
 6. Evaluation reports.

USAID

Availability of funds.

Annex 2

ECONOMIC AND SOCIAL DATA SERVICES

Economic, financial, trade, and social data on an extensive range of topics is available from CDIE. Using the **Economic and Social Data Bank (ESDB)**, an automated computer system for the storage, analysis, and dissemination of economic and social statistical data, CDIE staff can analyze data and provide statistical reports in response to specific information requests. Data included in the ESDB are obtained from a variety of international sources including the World Bank, the IMF, the USDA, the WHO, the UN, and the FAD. Data is currently available from the following databases:

International Financial Statistics contains major financial and economic indicators. Indicators include balance of payments, trade and reserves, monetary indices, government finances, production, prices, exchange rates, and interest rates. (Quarterly update)

Direction of Trade provides information on units of government, the accounts through which governments work, the nonfinancial public enterprises and public financial institutions owned and/or controlled by governments, and expenditures by sector or function. (Quarterly update)

Direction of Trade (IMF) provides information for about 160 countries on the value of exports and imports between a country and its major trading partners. (Quarterly update)

Balance of Payments (IMF) provides information for about 160 countries on the value of exports and imports between a country and its major trading partners. (Quarterly update)

World Debt Tables (IBRD) provides external debt statistics. The data base contains statistics on medium and long term public and private external debt, including data on commitments, disbursements, principal and interest payments, and debt outstanding. (Annual update)

World Tables (IBRD) provides economic and financial time-series data. Variables include national accounts, foreign exchange rates, production indices, and price indices. The Update World Tables contain national accounts and exchange rates. (Annual update)

Social Indicators (IBRD) provides social and demographic statistics. Variables include population, vital statistics, social service indicators, energy, and labor force statistics. The World Bank generally uses UN sources for these social data, such as WHO, UNESCO, FAO, ILO, and UNSO. (Annual update)

FAO's Trade and Production data bases are commodity-based files providing time-series information on imports, exports, and production indicators. (Annual update)

FAO's Food Balance Sheet contains data on commodity production, import/exports, stocks, trade, domestic supply, feed, seed, and waste calculated in terms of per capita daily nutrients.

FAO's Fertilizer database contains time-series data on production, consumption, and imports of various fertilizers.

The USDA PL480 Data System developed by Penni Korb, IEI/IED/ERS/USDA, provides annual PL480 data for all programs, commodities, and countries. The file is divided into fiscal and calendar year for both quantity (metric tons) and value (US\$). (Annual update)

The USDA's **World Production Indices** presents time-series data on grain and non-grain production; also included are index figures and aggregates for food and agricultural production.

The USDA's **Grains** database contains time-series data on area harvested, stocks, domestic feed use, production, consumption, milling rate, yield, and total imports for coarse grains, barley, wheat, corn, rice, sorghum, and millet.

The **Geographical Distribution of Financial Flows (OECD)** provides information on net disbursements and commitments of Official Development Assistance and Net Disbursements of Total Resource Flows from Multilateral Agencies for the period 1978-1984. (Annual update)

The **External Debt Statistics (OECD)** provides aggregates concerning credits by OECD countries and capital markets and non-OECD creditors. (Annual update)

The **PPC/PB Green Book (AID/PPC/PB)** provides a budgetary history of USAID-funded programs on a country-specific basis.

MICROCOMPUTER DISKETTE SERVICES

CDIE recently began distributing data from the ESDB to USAID Missions on microcomputer diskettes. Data is downloaded onto diskettes and sent to users on a semi-annual basis. Diskettes are suitable for use with WANG, IBM, and IBM-compatible personal computers and are available in several file formats, all of which can be used with popular spreadsheet and analytic computer software. For example, International Financial Statistics (IFS) files are provided in worksheet format (WKS) for direct retrieval by LOTUS 1-2-3.

The diskette files have current monthly, quarterly, and annual figures for all of the indicators in the series. The files are master files which should be used to build smaller functional worksheets related to particular indicators. Only three steps are required to build such a functional worksheet: (1) retrieving the master file provided by CDIE; (2) deleting the unwanted rows by checking the codes and descriptors provided on the worksheet; and (3) saving the file under a new worksheet name.

To request **Economic and Social Data Bank (ESDB)** and/or data collection and analysis services, contact:

**Agency for International Development
PPC/CDIE/DI
Economic and Social Data Services
Room 208, SA-18
Washington, DC 20523**

Telephone: (703) 875-4816

Annex 3

CDIE EVALUATION PUBLICATIONS

CDIE produces the ongoing **Evaluation Publications** series which includes reports on a broad range of development-related subjects. Described below are the various types of **Evaluation Publications** produced.

- **Discussion Papers** that cover issues or review the literature on a particular topic, usually issued prior to the initiation of an impact evaluation.
- **Project Impact Evaluations** that discuss the findings of particular project field evaluations.
- **Program Evaluation Reports** that synthesize the findings and lessons learned from a whole series of impact evaluations and of the concluding workshops.
- **Special Studies** that examine findings for particular cross-cutting or policy-concerns evaluations, for evaluations of special programs, or for special "desk" studies synthesizing sectoral experience.
- **Program Design and Evaluation Methods Reports** that provide guidance for the Agency in evaluation methods and data collection and analysis for project and program design.
- **Occasional Papers** on important topics of interest primarily within A.I.D., as opposed to the broader development community.
- **Working Papers** that were prepared for or by CDIE but that are kept "on file" rather than published.

Annex 4

A.I.D. RESEARCH AND DEVELOPMENT ABSTRACTS

CDIE produces **A.I.D. Research and Development Abstracts (ARDA)**, a quarterly bibliography of citations and abstracts of current A.I.D.-funded research and technical reports. The goal of ARDA is to help disseminate to A.I.D. staff worldwide and key institutions in developing countries the findings of AID-sponsored development research and studies. ARDA abstracts are designed to keep readers abreast of recent research as well as to present information about new A.I.D. research documents to assist readers in determining whether they wish to obtain the full document. CDIE can then provide the document on request. ARDA citations cover all sectors:

- Agriculture
- Development assistance
- Economics
- Education
- Energy
- Environment and Natural Resources
- Food and Nutrition
- Health
- Housing
- Population
- Women In Development

ACQUISITIONS REPORTS

Current awareness publications are prepared on a regular basis by CDIE to keep Agency staff informed of new AID-generated documents and A.I.D.-funded projects. CDIE currently produces **New Acquisitions: Technical Reports** monthly, and **New Acquisitions: Project Descriptions** and **New Acquisitions: Project Evaluation Reports** bi-monthly. All documents cited in the Acquisitions Lists can be obtained in either paper copy or microfiche form from the A.I.D. Document and Information Handling Facility.

SPECIAL BIBLIOGRAPHIES

CDIE periodically produces bibliographies on topics of special interest to A.I.D. staff. The most recent such publication was the **Bibliography of Readings in Farming Systems**.

Annex 5

INFORMATION SUPPORT FOR HIGHER LEVEL STAFF IN OPERATIONS AND PPR

INFORMATION SOURCES	CREATED BY	USED BY	PROBLEMS AND DIFFICULTIES
Policies and guidelines	PPR and Central Operations Department. * Available in self service cabins H Bldg. 4th floor.	OMSs & OPNs on adjustment & investment lending by new staff to learn how Bank operates.	No effective means for quickly searching Bank policy guidelines; COD now issuing new manual.
Country strategy and program documents	Country Operating Divisions. * Original with COD; reference with ISCs. CAM stored in the OPSMIS.	Operations (for planning & monitoring country economic & sector work program, lending operations & supervision work).	No easy method for quick access to strategy & program documents produced within own department. Staff unaware of contents of strategic documents.
Lending documents	COD (President's report for sectoral adjustment lending and memoranda of the President, & staff appraisal reports for investment lending. * Gray and buff covers in ISC; yellow & green maybe also be sent to ISCs.	PPR (uses lending document for cross-country reviews of sectoral experience). Operations (uses them as background information for lending and sector work).	Operations -strong need for better help in finding what the Bank has learned; PPR -also with respect to their cross-country reviews. Tools used -staff develops a different program for the same methodology.
Supervision documents and data	SOD and COD (supervisory mission & correspondence with borrower). (include loan/credit agreements, previous agreements). * Documents in ISCs; data in OPSMIS.	Operations and PPR (country dialogue and background for CESW, lending operations, & research & policy work).	Difficult in obtaining up-to-date data on disbursements & status of outstanding issue. Correspondence difficult to find.
Project/sector/country evaluation reports	SODs & CODs (project completion reports). OED (project performance audit report & impact evaluation report). * PCR, PPARs (in OED Project Performance Institutional Memory System).	Borrowing countries, Operations and PPR staff (to help improve future economic & sector dialogue, lending strategies & project designs).	Staff unaware of the searching capabilities provided by the PPIW system. Much of the potential benefit for improvement is lost.
Country economic and sector reports	COD (CEM) & SOD (sector reports). * Final reports (gray & red cover) in ISC yellow cover no central store.	Operations (help shape country strategy and policy dialogue). PPR (input into policy formulation & research program).	Staff unaware that IBIS textbases exist (search titles, keywords and abstracts).
National economic and social data	Borrowers create; Operations staff (country economic and sector missions). * in microcomputers	Country economists (COD), sector economists (SOD).	No tools for managing country-definition data, internal inconsistencies arise; difficulty in obtaining earlier data from private database; rules by previous

Standard Economic and social data

Operations (country economic & sector work).
PPR (operational missions/data collection missions).
• PPR organizes & stores data in BESD.

PPR (to support cross-country analysis and to use in Bank documents).
Operations (to support country economic and sector work).

Economists report difficulties in getting data from BESD. Data sometimes out of date.

Bank research documents

PPR (research work).
Operations (funded by Bank research committee).
• Available from regional ISCs.

PPR & Operations to support policy work and country economic work.

Reports desk rated more favorably than present ISC. (Complaints about 3-day wait).

External research information

Maintained in Bank library network. Also collected through individual information searches, attendance at conferences and external professional contacts.

Mostly PPR staff.

Staff unaware of electronic library search facility. Staff lose contact with human networks.

Resource availability and use data

Derived from the Finance Complex databases.
• in OPSMIS.

Country officers (to formulate Country Program & budget paper, plan CAM, monitor country progress); Country economists (to monitor CESW work program); Task managers (to plan/monitor resource use & timetables for lending & supervision).

Difficulty getting resource availability & use data they need from OPSMIS system.

Official memoranda and correspondence

Created by all staff for policy & operational work.
• in ISCs.

Staff in policy & operational work.

Staff hesitant to rely on ISC therefore store important memoranda & correspondence in their office. Others can't find.

Knowledge of respected colleagues

Operations and PPR (to discover who has worked on particular subject, solutions for specific problems).

Difficult to rebuild the professional networks that support enquiries (post reorganization).

Annex 6

List of Interview Partners

World Bank

Alexander M. Muser, Advisor to the German Executive Director

Margret Thalwitz, Asia Regional Office, Country Department India

Graham Donaldson, division chief, OED, Agriculture, Infrastructure & Human Resources

Alexander Novicki, division chief, OED, Policy-based Lending, Industry, Public Utilities & Urban Sectors

Kathryn McPhail, OED, Agriculture, Infrastructure & Human Resources

George C. Maniatis, OED, Policy-based Lending, Industry, Public Utilities & Urban Sectors

Bernard M. Decaux, OED, Policy-based Lending, Industry, Public Utilities & Urban Sectors

Regina M. Bendokat, Africa Regional Office, Sahelian Department, Country Operations

Arndt H. Uhlig, Latin America and the Caribbean Regional Office, Country Department Brazil, Agricultural Operations

Stefan von Klauy, Africa Regional Office, Technical Department, Industry and Energy

Ehtisham Ahmed, Policy, Planning and Research, World development report

Richard E. Barry, division chief, Information, Technology & Facilities Department, Information Services

Nagy K. Hanna, Chief Staff Officer, Policy and Strategy, Information, Technology and Facilities Department

Wilfried P. Thalwitz, Vice President, Europe, Middle East and North Africa Regional Office

USAID

Nancy Pielemeier, Bureau for Program and Policy Coordination

Nina Vreeland, Center for Development Information and Evaluation, Program Policy Evaluation Division

Lee White, deputy director, Technical Information Specialist, Center for Development Information and Evaluation

Paula Feeney, chief, Health and Nutrition Division, Bureau for Latin America and the Caribbean

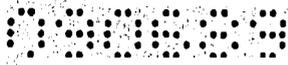
Donald W. Boyd, chief, Central American Finance Division, Bureau for Latin America and the Caribbean

William Jeffers, Office of Project Development, South East Asia division, Bureau for Asia and the Near East

Thomas Rishoi, chief, East Asia division, Office of Project Development, Bureau for Asia and Near East

Thomas Johnson, Egypt division, Office of Project Development, Bureau for Asia and Near East

Annex 7



LEISTUNGSBESCHREIBUNG

Die Gutachterin wird beauftragt, bei der Weltbank und bei USAID explorierende Gespräche zu zwei Themenkreisen zu führen:

- a) Stand der Anwendung des Planungsinstruments "Logical Framework"
- b) Verfahren/Vorgehen bei der Aufarbeitung von Projekterfahrungen.

Die Gesprächsergebnisse sollten in Form eines Untersuchungsberichts dargestellt werden, der folgende Gesichtspunkte berücksichtigt:

1. Stand der Anwendung "Logical Framework" (LF)
 - 1.1 Wie häufig, durch wen und in welcher Situation wird LF angewendet;
 - 1.2 Wie intensiv (Dauer, Anzahl, Teilnehmer)?
 - 1.3 Steht das Ziel des Projekts/Programms vorher fest?
 - 1.4 Welche Informationen stehen für die Erarbeitung des LF zur Verfügung?
 - 1.5 Wurde das Planungsmodell in den letzten Jahren in der Praxis verändert und wenn ja, wie?
 - 1.6 Welchen Nutzen erwartet man von LF (auch monetär)?
 - 1.7 Werden diese Erwartungen erfüllt?
 - 1.8 Was wird getan, um das Planungsinstrumentarium weiterzuentwickeln?
 - 1.9 Gibt es eine Querschnittsauswertung zur Anwendung von LF?
 - 1.10 Welche anderen Methoden werden in der Weltbank/USAID zur Projektplanung und -steuerung benutzt?
2. Verfahren/Vorgehen bei der Aufarbeitung von Projekterfahrung
 - 2.1 Wurde ein System entwickelt, Projekterfahrungen zu dokumentieren, aufzubereiten und zu sammeln?
Wenn ja, welches?
(Bitte mit Originaldokumenten belegen)
 - 2.2 Wie werden die Projekterfahrungen abgefragt?
 - schriftlich (in eigens dafür gekennzeichneten Kapiteln/Absätzen?)
 - mündlich
(von wem werden wann entsprechende Gespräche geführt?)
 - 2.3 Wird unterschieden nach
 - spezifischem Know-how
 - regionalem Know-how
 - sogenanntem Prozeß-Know-how (Vorgehensweise in Projekten)?
 - 2.4 Werden die Projekterfahrungen in den Planungs- und Durchführungsprozeß neuer/anderer Projekte eingespeist?
Wenn ja, wie?
 - 2.5 In welcher Abteilung werden die entsprechenden Arbeiten durchgeführt?
Wie ist die Stelle personell ausgestattet?

h5

LEISTUNGSBESCHREIBUNG SEITE 2

Dem Bericht, der in englischer oder deutscher Sprache abgefaßt sein kann, sollten Originaldokumente der betreffenden Institutionen hinzugefügt werden.

Für die Gespräche und die Erstellung des Berichts wird ein Zeitaufwand von/bis zu 20 Tagen veranschlagt.

Anläßlich des Deutschlandbesuchs der Gutachterin im Juli 1989 wird ein Tag für ein gemeinsames Auswertungsgespräch in der GTZ vorgesehen.