

JPAL - IPA Executive Education Course on Evaluating Social Programs

Millenia Suites, Manila
23–27 November 2015

Through this executive education training, participants will achieve a comprehensive understanding of impact evaluation, as well as pragmatic step-by-step approaches to developing and conducting randomized evaluations. It will focus on the benefits and methods of randomization, choosing an appropriate sample size, and common threats and pitfalls to the validity of the evaluation. While the training is centered around the why, how and when of randomized evaluations, it will also impart insights on the importance of a needs assessment, measuring outcomes effectively, quality control, and monitoring methods, which are useful for evaluations in diverse issues and programs, such as infrastructure, education, health, governance, and others.

Our training is designed for participants from a variety of backgrounds: managers and researchers from international development organizations, foundations, governments and non-governmental organizations. The following key questions and concepts will be covered:

- Why and when is a rigorous impact evaluation needed?
- The common pitfalls of evaluations, and how randomization can help.
- The key components of a good randomized evaluation design.
- Alternative techniques for incorporating randomization into project design.
- How to determine the appropriate sample size, measure outcomes, and manage data?
- Guarding against threats that may undermine the integrity of the results.

- Techniques for the analysis and interpretation of results.
- How to maximise policy impact and test external validity.

The training will achieve these goals through a combination of lectures, case studies, as well as group exercises and presentations. Expert researchers will provide both theoretical and example-based modules complemented by group work where participants can apply key concepts to real world examples. By examining both successful and problematic evaluations, participants will better understand the significance of various specific details of randomized evaluations. Furthermore, the training will offer extensive opportunities to apply these ideas ensuring that participants leave with the knowledge, experience and confidence necessary to concretely understand randomized evaluations.

Modules description

The following sections describe the modules that comprise the Executive Education Course.

1. What is Evaluation, Why Evaluate

This module presents evaluation as an intervention of its own. Just as policymakers need to think critically about why a specific program or policy is necessary and preferred, they need to think equally carefully about the need and purpose of evaluation. The most important questions are: is the evaluation needed to promote learning, accountability, or both?

This module also puts impact evaluation in the context of the broader category of M&E, using a framework for “program evaluation” that includes:

- Needs assessment
- Program Theory Assessment (Logical Framework, Theory of Change)
- Process Evaluation (Monitoring)
- Impact Evaluation
- Cost-Effectiveness Assessment

This module asks participants to be a bit more deliberate about why evaluation is necessary, and to ensure we are using a common definition of evaluation (and its components).

2. Measurement and Outcomes

This section will take the audience through program theory assessment:

- What goals does our program have?
- What is the pathway by which our program will get us from program inputs to final outcomes?
- What are possible unintended consequences?
- What indicators can be used to measure each of these?
- What challenges do we face in measurement: Reliability vs. Validity
- What constraints do we face when surveying. How does that affect our data?

This module focuses not only on linking measurement to the Program's Theory of Change, but also on linking measurement to the Evaluation's theory of change: i.e. the purpose of the evaluation itself. This module further discusses the challenges in measurement and field-data collection.

3. Why Randomize

This module would cover the different evaluation methods to measure impact:

- Non-experimental methods
- Quasi-experimental methods
- Experimental methods

This module will give participants an opportunity to see how some of the non-experimental and quasi-experimental methods are highly sensitive to underlying assumptions. In this module they will see a side-by-side comparison of these methods.

4. How to Randomize

In this module, participants are supposed to think about the appropriate level(s) at which to randomize (e.g. what is the appropriate unit of randomization—the individual, the

household, the village) and what are the different considerations:

- Sample size
- Spillovers and compliance
- Political and ethical constraints
- Unit of analysis

Sometimes the ideal randomization design is not feasible for political, practical or ethical constraints, and modifying the unit of randomization alone, is not sufficient to mitigate these constraints (or impossible due to multiple constraints). Other strategies have been developed to deal with these challenges, for example phase-in, rotation, or encouragement designs.

This module will help broaden the participants' view of the possibility of randomization under circumstances where, at first glance, it might seem unfeasible.

5. Sampling, Sample Size and Power Calculations

This section reviews statistics with respect to experiments, covering the following concepts:

- Population distribution
- Sampling distribution
- Law of large numbers/ central limit theorem
- Standard deviation and standard error
- Detecting impact

This module will highlight some of the technical aspects of power calculations and the most common mistakes researchers make when estimating sample size or power.

6. Evaluation Threats

Often when the design of a randomized evaluation is perfect, things can still go wrong in implementation (of the program or research). This section discusses the threats to the integrity of the experiment (in more depth than in the "How to Randomize" section), and how to handle these threats during the analysis phase. Topics covered include:

- Attrition
- Spillovers
- Partial compliance and sample selection bias
- Intent to Treat and Treatment on Treated

This module will emphasize on how these threats can harm an experiment and present

ways that can help solve or mitigate these threats.

7. Cost Effectiveness and Scale-up

What can we do with an evaluation once we have results? What about external validity? This section covers some of the strategies we've used to compare the results of several evaluations, and how to take effective programs to scale.

8. Start to Finish

This lecture will provide a recap to the course with an example of a project, starting with why we thought the evaluation of this intervention was important, going through evaluation design and the challenges faced during the implementation of the project and ending with lessons learned and their relevance for policy-making.

Schedule

The executive education program lasts five full days and constitutes of 8 lectures supplemented by 3-4 case studies, exercises and group discussions. There will also be a dedicated networking event where participants, lecturers and personnel from J-PAL SEA and IPA Philippines can interact further informally.

| | Monday November 23 | Tuesday November 24 | Wednesday November 25 | Thursday November 26 | Friday November 27 |
|---------------|---|--|--|--|--|
| 8:30 - 9:00 | REGISTRATION | | | | |
| 9:00 - 10:30 | WELCOMING REMARKS LECTURE 1 What is Evaluation | LECTURE 3 Impact Evaluation - Why Randomize? | LECTURE 5 Sampling and Sample Size | LECTURE 7 Cost-effectiveness and Scaling Up | GROUP WORK Finalize presentations |
| 10:30 - 10:45 | COFFEE BREAK | | | | |
| 10:45 - 12:15 | CASE STUDY 1 Program Theory | CASE STUDY 2 Why Randomize | GROUP EXERCISE 2 Random Sampling and Law of Large Numbers | GROUP EXERCISE 3 Power Calculations and Sample Size | GROUP PRESENTATIONS |
| 12:30 - 1:30 | LUNCH | | | | |
| 1:45 - 3:00 | LECTURE 2 Outcomes, Indicators and Measuring Impact | LECTURE 4 How to Randomize | LECTURE 6 Threats and Analysis | LECTURE 8 Randomized Evaluation: Start- to-Finish | GROUP PRESENTATIONS |
| 3:00 - 3:30 | COFFEE BREAK | | | | |
| 3:30 - 5:00 | GROUP WORK Decide program to evaluate (or assign program) and work on Theory of Change | CASE STUDY 3 How to Randomize | GROUP WORK Evaluation Design and Power Calculations | GROUP WORK Finalize presentation | GROUP PRESENTATIONS CLOSING REMARKS FEEDBACK FORMS DISTRIBUTION OF CERTIFICATES |
| 5:00 - | COCKTAIL HOUR | | | | |

Registration and Payment

The participation fee for the executive education program is US\$2,000 for multinational organizations, international NGOs operating in more than one country, and US\$1,000 for academics, research institutes, universities, national governments or local NGOs (operating within one country). Fee excludes accommodation and airfare. Payment can be made via cheque, wire transfer or credit card. Interested organizations can contact psrouji@poverty-action.org or jpalsea@povertyactionlab.org for more information on registration and payment procedures.

Each participant will be provided with training handbooks, certificates, lunches, coffee breaks and networking sessions during courses.

Personnel

Lecturers will deliver the sessions during the training. Based on availability, we aim to have two to three of the lecturers be leading academics from some of the most distinguished universities in the region. All lecturers will bring their expertise in evaluation as well as their knowledge of the region across many development issues. The lecturers are assisted by Teaching Assistants (TAs), who are all also experienced practitioners of randomized evaluations, in order to facilitate sessions in small group sessions consisting of five participants per group. The profile for some of the lecturers and Teaching Assistants for the executive education are presented below.

Aniceto C. Orbeta, Jr.

Aniceto C. Orbeta, Jr. is Senior Research Fellow at the Philippine Institute for Development Studies and a Principal Investigator for Innovations for Poverty Action-Philippines. He is also Professorial Lecturer on Program Evaluation at the School of Economics, University of the Philippines. His research interests include education and labor market issues, impact evaluation, applied economic modeling and information and communication technologies. He did post-doctoral studies at Harvard University and a Ph.D. in economics at the School of Economics, University of the

Philippines. He served as consultant to Asian Development Bank, Worldbank, Australian Agency for International Development, International Labor Organization, Millennium Challenge Corporation.

Nassreena Sampaco-Baddiri

Nassreena Sampaco-Baddiri is Country Director for Innovations for Poverty Action, Philippines. She oversees IPA Philippines' diverse portfolio of rigorous impact evaluations and works with partners to advocate evidence based policymaking. Previously, she served as Regional Secretary at the DOT, ARMM and Senior Lecturer at the University of the Philippines, Diliman. She holds a MA degree in Development Studies from the University of Manchester as well as a Masters in International Studies and BA in Political Science from the University of the Philippines, Diliman. Nash has been named one of Manila's 40 under 40 International Development Leaders by DevEx and has also been named UK Education Ambassador for the Philippines by the British Embassy, Manila.

Héctor Salazar Salame

Héctor Salazar Salame is the Executive Director of the Southeast Asia regional office of the Abdul Latif Jameel Poverty Action Lab (J-PAL SEA), which is based at the Institute for Economic and Social Research within the faculty of Economics and Business at the University of Indonesia. In this role, Héctor oversees J-PAL SEA's portfolio of randomized evaluations as well as the office's capacity building and policy outreach activities in the Southeast Asia region. In the years prior to joining J-PAL, Héctor held positions in the New York City government as well as with international and local NGOs working in Latin America and Indonesia. Héctor holds a Master's degree in City Planning (2011) with a focus on political economy from MIT and an undergraduate degree in International Affairs from James Madison University (2004). Originally from Mexico, Héctor is natively fluent in Spanish and English. He is also proficient in Bahasa Indonesia.

Peter Srouji

Peter Srouji is a Research Coordinator at IPA, overseeing several evaluations in the Philippines. He has worked primarily on agricultural impact evaluations, including an evaluation of the Comprehensive Agrarian Reform Program in partnership with the Department of Agrarian Reform and an evaluation of the Philippine Crop Insurance Corporation's multi-peril crop insurance product for farmers. He has also worked as an evaluation consultant for the International Labor Organization, conducting an impact evaluation of a child labor program targeting sugarcane-producing households in the Philippines. He has a BA in Economics and International Studies from DePaul University and an MSc in Development Studies from the London School of Economics.

Lina Marliani

Lina Marliani is the Research Director of JPAL Southeast Asia. She joined J-PAL SEA in May 2013. She holds an M.A. in Economics from University of Southern California and an MSc in Applied Mathematics from University of Twente in the Netherlands. She comes in with seven years of experience in the development sector, particularly in poverty alleviation and evaluation. As Research Director, Lina oversees J-PAL SEA research initiatives and coordinates the office's capacity building efforts.

Neil Mirochnick

Neil Mirochnick oversees the Direct and Indirect Impacts of Credit for SMEs evaluation, in partnership with the Development Bank of the Philippines. Before joining IPA, Neil conducted an evaluation of a piped water scheme for the UN Millennium Villages Project in Uganda. Neil started working in development as a Peace Corps volunteer in rural Nicaragua, where he led an initiative to treat arsenic contamination in drinking water. Neil holds a Masters in Public Administration for Development Practice from Columbia University's School of International and Public Affairs.

Agnese Carrera

Agnese Carrera coordinates the evaluation of a community driven development program, the Kapit-bisig Laban sa Kahirapan-Comprehensive Delivery of Social Services (Kalahi-CIDSS or KC), in partnership with Millennium Challenge Corporation and the Department of Social Welfare and Development-Philippines. Prior to joining IPA, Agnese led several randomized evaluations of interventions at the BRAC-Research and Evaluation Division in areas such as adolescent development, students' prevention of sexual harassment, women's empowerment and indigenous communities' rights protection in Bangladesh. Agnese gained her first experience in impact evaluation working as a project coordinator for the Danish NGO InnoAid in Kolkata, India where she was responsible for designing and managing a randomized evaluation of a street food project. Agnese holds a Masters in International Development and Cooperation from Università Alma Mater di Bologna.

Freida Siregar

Freida Siregar is Senior Policy Associate at J-PAL Southeast Asia. Freida supports the regional office's efforts to build partnerships with policymakers, develop new projects and promote evidence-based policy in the region. Prior to joining the policy team, Freida worked as a research associate on randomized evaluations which aimed to reduce leakages in the distribution of subsidized rice. Freida graduated from Universitas Indonesia majoring in International Relations.