Capacity Building workshop on Impact Evaluation of Employment Programs

A route map to plan an evaluation

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The steps of an impact evaluation

1. Identify the problem
2. Identify the intervention to tackle the problem
3. Design an evaluation
4. Baseline Data
5. Randomize the program
6. Endline Data
7. Crunch the numbers
8. Announce the result
The steps of an impact evaluation

3. Design an evaluation

Build your team

- Researchers
- Policy/Program Team
The steps of an impact evaluation

3. Design an evaluation

Build your team

Researchers
- Principal Investigator
- Evaluation Coordinator
- Sampling Expert
- Data Quality Expert

Policy/Program Team
- Policy Makers
- Program Implementers
Guiding Principles

• **Engage early** to maximize evaluation design options and ensure an effective partnership between the policy and evaluation teams.

• Have a **clear impact evaluation plan** at the outset.

• **Understand roles, responsibilities, and motivations** of the various stakeholders and give them a stake in the evaluation.

• **Stay engaged** throughout the evaluation to ensure the proper alignment between the evaluation and the intervention being evaluated.

• Acknowledge and manage risks and benefits, being clear about what impact evaluations can and cannot do.

• Value transparency and ensure objectivity and be prepared to respect the results, good or bad.
The steps of an impact evaluation

3. Design an evaluation

Build your team

Researchers
- Principal Investigator
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Policy/Program Team
- Policy Makers
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Budget
Resources to prepare ToRs: **IE Toolkit**

In this module, you will find out how to set up an impact evaluation team, as well as define the roles and time commitments of each team member. At the end of this module, you will be ready to start building and contracting a team that can achieve the tasks you need to accomplish.

**Module 2: Building the Impact Evaluation Team - Guidelines**

**The Toolbox**

- 2.01 Principal Investigator TOR [Word, 26KB]
- 2.02 Evaluation Coordinator TOR [Word, 26KB]
- 2.03 Data Analyst TOR [Word, 23KB]
- 2.04 Local Researcher TOR [Word, 26KB]
- 2.05 Power Calculation Expert TOR [Word, 26KB]
- 2.06 Data Quality Expert TOR [Word, 28KB]
- 2.07 Qualitative Principal Investigator TOR [Word, 26KB]
- 2.08 Qualitative Field Worker TOR [Word, 28KB]
- 2.09 Cost-analysis Expert TOR [Word, 26KB]
- 2.10 Technical Assistance Firm TOR [Word, 56KB]
Terms of Reference defines...

1. Why and for whom the evaluation is being done
2. What it intends to accomplish
3. How it will be accomplished
4. Who will be involved in the evaluation
5. When milestones will be reached and when the evaluation will be completed
6. What resources are available to conduct the evaluation.

ToR is the basis for a contractual arrangement between the commissioner and the 1) external evaluation team 2) in-house staff carrying out the IE
• Impact Evaluation Team ➔ all staff and consultants time
• Technical Assistance ➔ any additional consultants time?
• Data collection ➔ all primary and secondary data required
  [Note: household surveys are expensive]
• Travel ➔ tickets, hotels, subsistence
• Dissemination Plan ➔ reports, workshops
• Miscellaneous

Lower cost if only administrative data is needed
Impact Evaluation Toolkit

In this module, we will teach you how to design your impact evaluation. Steps include:
1. defining output and outcome indicators of interest that translate research questions into observable variables;
2. determining an identification strategy, including the "arms" of a study that respond to research questions and guarantee a valid comparison group;
3. making sure the sample has sufficient power to detect changes across a representative population;
4. knowing which data will be needed to measure indicators of interest;
5. how the timeline, team composition and budget must align and adjust simultaneously; and
6. how to plan for dissemination activities. At the end of this module, you will know how to design an impact evaluation.

Module 3: Designing the Impact Evaluation - Guidelines

The Toolbox
- 3.01a RBF Indicators 1 [Word, 82KB]
- 3.01b RBF Indicators 2 [Excel, 54KB]
- 3.02 WHO Indicators [Zip, 2.15MB]
- 3.03 IE Design Paper Template [Word, 30KB]
- 3.04 IE Budget Template [Excel, 14px]
- 3.05 Ex-ante Power Calculation [PDF, 392KB]
- 3.06 Power Calculations Binary var. [PDF, 170KB]
- 3.07 Power Calculation References [Zip, 2.5MB]
- Video example of randomization ceremony from Cameroon, 2012
The steps of an impact evaluation

3. Design an evaluation

Evaluation Plan

- Objective / Research question
- Evaluation Design: Counterfactual
- Preanalysis plan
- Data collection Plan
- Products to be delivered
- Dissemination plan

- Ethical protocols on protection of human subjects
- Timeline
- Budget and funding
- Composition and roles of evaluation team
Reviewing the evaluation design

• **Question:** Will the evaluation answer the question of interest?
• **Design:** Does it have a counterfactual? Is there a good counterfactual?
• **Power:** Is the sample size large enough (number of cluster, number of individuals)?
• **Outcomes:** Are the main outcomes included? Intermediate outcomes?
• **Data:** Is it feasible to get access to the administrative data? Is survey data needed?
• **Budget and timeline:** Are they feasible?
• **Legal and ethical aspects**
Example

**Problem:** Low participation in labour market of adult women under 30 years old in poverty. Main reason: child care cost.

**Intervention:** child care vouchers for households with children aged 0-3 with income per capita below PLN1000.

**Funding for pilot:** 500 beneficiaries

**Objective:** Evaluate the impact of child care vouchers on labour market outcomes

EVALUATE THIS PROPOSAL

**Question:** Can child care vouchers improve the participation in the labour market?

**Evaluation Design:**

a) Compare beneficiaries before and after the program.

b) Compare poor vs non-poor women under 30 years

**Data:** “Job centre registry”

**Timeline:** one month