



**ipa**  
INNOVATIONS FOR  
POVERTY ACTION

# 2017 Annual Report

*Building a world with more evidence and less poverty*

# Contents

Letter from Annie & Dean	4
What We Do	6
Policy Engagement	8
Results	
Agriculture & Governance   Fighting Climate Change with Small Payments to Farmers in Uganda	10
Health   Reducing Child Malnutrition in Rural Zambia	12
Education   Improving Learning in Rural Ghana with Satellite-Transmitted Instruction	14
Health   Better Birth Planning with Conditional Cash Transfers in Kenya	16
More Results	18
Funders & Donors	20
Finances	22
Leadership	23
Our Offices	24



9 | Conducting a Bus Rapid Transit Policy Evaluation in Tanzania



10 | Fighting Climate Change with Small Payments to Farmers in Uganda



14 | Improving Learning in Rural Ghana with Satellite-Transmitted Instruction

# Credits

For featured studies, researcher credits/citations are included on each individual study page.

## Photos:

Front Cover: Elvis Agoi  
*Pictured: Janet attends to a customer at her fruit stall at Harambee Market in Kakamega County, Kenya. Janet has managed to sustain regular sales by applying lessons she learned from ILO's Gender and Enterprise Together (GET Ahead) Business Training, a program IPA evaluated from 2013-2016.*

Page 4: Sebastian Chaskel  
 Page 5: Michael Marsland / Yale University  
 Page 6: IPA Zambia, Peter Srouji, Sierra Visher, Sana Khan, Zoe Cohen, IPA Philippines  
 Pages 8-9: Juan Manuel Hernández-Agramonte,

Andrew Owusu, Hendri Lombard / World Bank, IPA Philippines  
 Back Cover: Laura Burke  
*Pictured: Souleymane, an IPA surveyor, interviews a head of a household in Ouagadougou, Burkina Faso, as part of the 2017 endline survey for the project "Sanitation Pricing for the Poor in Burkina Faso."*

**Designer:** Cara Vu  
**Editor:** Laura Burke  
**Writers and Contributors:** John Branch, Laura Burke, Max Mauerman, Heidi McAnnally-Linz, Bethany Park



16 | Better Birth Planning with Conditional Cash Transfers in Kenya



19 | Promoting Sustainable Farming Practices in Malawi

# Letter from Annie & Dean

Dear Friends,

Last year was an exciting year at IPA—2017 marked 15 years of generating high-quality evidence and ensuring that evidence is used to improve the lives of the poor. Together with our network of academics and our implementing partners, we started 70 new studies and continued our efforts to share research findings and promote the use of evidence through more than 85 events around the world.

**Many of our partners, including governments, NGOs, and private enterprises, used IPA evidence to inform their programming.** For example, the government of Paraguay is scaling up an interactive numeracy program for young children, the social enterprise Fundación Capital is scaling up an initiative to 500,000 people in five countries, and Village Enterprise is now able to scale up its integrated microenterprise program while ensuring quality of implementation at scale.

---

***In 2017, we opened a new office in Mexico, co-launched an Intimate Partner Violence Initiative, and started a research fund for our Peace & Recovery Program.***

---

**We continued to influence global debates and communicate key findings to a global audience.** Our work was featured multiple times in *The New York Times*, as well as other news outlets including NPR, *The Economist*, and *The Financial Times*.

**We continued to innovate and deepen the scope of our research.** We opened a new office in Mexico to discover solutions to the country's pressing safety and security concerns, we launched an Intimate Partner Violence Initiative to identify innovative solutions to a pervasive, global problem, and we also started a research fund for our Peace & Recovery program to generate evidence on ways to reduce violence and fragility and promote peace.

*Kutupalong Refugee Camp, Bangladesh, 2018*



In 2017, our work was featured in several leading news outlets, including *The New York Times*, NPR, *The Economist*, and *The Financial Times*.

**The New York Times**

**U.S. News**  
A WORLD REPORT

**FT**

**npr**

**The Economist**

**Vox**

**FINANCIAL TIMES**

---

***One thing our experience has taught us is that bringing evidence to policy requires continuous engagement with and empowerment of our partners, in addition to having credible, relevant, and accessible evidence to share.***

---

**In addition, we worked to fine-tune our tools.** These efforts included a well-received update to the methodology behind the Poverty Probability Index (PPI®), the simple and low-cost poverty measurement tool that made its new home at IPA in 2016 and is now used by more than 600 organizations around the world.

**Looking ahead, we are more committed than ever to remaining a trusted source for high-quality data and evidence.** This is the foundation of our work, and we are proud to partner with some of the best academics in the world to generate rigorous evidence.

**We are also more committed than ever to getting evidence to be used.** One thing our experience has taught us is that bringing evidence to policy requires continuous engagement with and empowerment of our partners, in addition to having credible, relevant, and accessible evidence to share. Over the coming years, we will be

building and strengthening our research and policy partnerships, and we look forward to sharing both our successes and what we learn along the way.

**Finally, we are grateful to our partners around the globe** for sharing our commitment to rigorous research and the use of evidence to improve programs aimed at alleviating poverty. We couldn't do it without you.

Sincerely,



**Annie Duflo**  
Executive Director



**Dean Karlan**  
Founder

# Our Work at a Glance

We discover and promote effective solutions to global poverty problems



21

Country Programs

We have field offices in Africa, Asia, and Latin America.



8

Program Areas

Agriculture, Education, Financial Inclusion, Governance, Health, Peace & Recovery, Small & Medium Enterprises, and Social Protection



450+

Partners

We collaborate with governments, nonprofits, academic institutions, foundations, and companies.



575+

Leading researchers in our network



700+

Evaluations to date in 51 countries



15

Years of generating evidence and moving research to policy

# What We Do

## What it takes to move evidence to impact

IPA leverages our long-term field presence in 21 countries in Africa, Asia, and Latin America to conduct high-quality research, engage with policymakers, and build a culture of evidence-informed decision-making. **Our research has led to better programs and policies that have impacted hundreds of millions of people worldwide.**

## Moving Evidence to Policy with the “Three E’s”

### Evidence



Evidence should **exist**, be **credible**, and be **relevant**.

### Engagement



Evidence should be **accessible to the right people at the right time**, with **buy-in from users and influencers**.

### Empowerment



Decision-makers should be able to **effectively participate in the evidence process** and have the **know-how to use evidence** to inform decisions.

**IPA makes an impact by working at the intersection of the three E’s**, engaging with our partners throughout the study lifecycle to ensure research is relevant and applicable to real-world problems.



COLOMBIA

**Building Capacity for Use of Evidence by Policymakers**

IPA conducted a workshop on monitoring and evaluation (M&E) strategies in the financial sector for attendees from Colombia's Intersectoral Commission for Economic and Financial Education, which is a group of government and private organizations in charge of the national strategy for financial inclusion and financial education programs. The workshop included practical and theoretical sessions on M&E strategies.

WEST AFRICA

**Social Protection Policy Evaluation**

In partnership with the World Bank and the governments of Burkina Faso, Mauritania, Niger, and Senegal, IPA began work on a multi-country evaluation of the effectiveness of a package of productive interventions designed to improve the productivity and resilience of cash transfer recipients. The findings of the evaluation will inform the design and scale-up of social protection programs in the Sahel.

BURKINA FASO

**Minister of Health Briefing**

Representatives from IPA briefed the Minister of Health about an ongoing study on obstacles to contraception adoption. The Minister expressed interest in evidence-based projects, requested IPA's input on programs the ministry was considering implementing in Burkina Faso, and explored a possible partnership with IPA.

KENYA

**Government Partnership to Incorporate Evidence into Long-Term Development Plan**

IPA continued to influence the direction of the Government of Kenya's Vision 2030 initiative, which seeks to transform Kenya into a middle-income country by 2030 through economic, social and political development, by co-organizing a policy forum that focused on disseminating evidence, relevant policy lessons, and innovations in health, water, and sanitation. IPA has participated in the initiative since 2015.

BANGLADESH

**Convening SME Decision-Makers**

In partnership with the Prime Minister's Office, IPA convened researchers, policymakers, and practitioners to promote the generation and use of rigorous evidence in the Small & Medium Enterprise (SME) sector in Bangladesh. IPA researchers shared lessons from global and local studies and the participants strategized about how to apply these lessons to promote the growth of SMEs in Bangladesh.

PHILIPPINES

**Evidence Review for Policy Reform**

IPA Philippines provided training to Department of Education officials in developing a theory of change and preparing for a program evaluation at the department's National Planning Conference. This training was part of an ongoing collaboration to build capacity for rigorous impact evaluation in the department. The conference, which had a theme of "Evidence-based Planning through Research and Innovations," was attended by approximately 700 department personnel in charge of planning, research, and monitoring and evaluation.

**Policy Engagement**

In 2017, IPA collaborated with government partners in 21 countries to create and apply evidence. Here are some highlights.



PARAGUAY

**Scaling Up a Pre-Math Program**

Paraguay's Ministry of Education and Culture expanded an early childhood pre-math program called Tikichuela based on evidence from the IPA evaluation that it helped narrow learning gaps among different groups of students. The Ministry has expanded the program to reach schools in 7 of Paraguay's 17 Departments, and is currently working with IPA to pilot a program that uses the same methodology for science instruction.

GHANA

**Ghana Education Evidence Summit**

IPA partnered with the Ministry of Education to co-host a summit on using evidence to achieve better learning outcomes. International researchers joined Ghanaian scholars to present evidence from Ghana on effective education interventions. The summit also provided policymakers with opportunities to develop skills for identifying quality research, pursue evidence-based policy, and develop a research agenda for the education system in Ghana.

RWANDA

**Ongoing Partnership with the Ministry of Education**

IPA Rwanda formalized its ongoing work with the Ministry of Education and the Ministry of Agriculture and Animal Resources through Memoranda of Understanding that will guide collaboration between the two organizations through November 2020 and December 2022, respectively.

ZAMBIA

**Scaling Up the "Catch Up" Teaching Program**

Led by J-PAL Africa in partnership with IPA Zambia, the Ministry of General Education with additional support from USAID, UNICEF, and VVOB will scale up a teaching program called "Catch Up" to approximately 1,800 schools in Zambia over the next three years. Based on the Teaching at the Right Level (TaRL) approach pioneered by Pratham, an Indian NGO, Catch Up aims to improve basic literacy and numeracy skills of primary school students in grades 3-5.

TANZANIA

**Bus Rapid Transit Policy Evaluation**

IPA is working with the Dar es Salaam Rapid Transit Agency to examine the effect of bus rapid transit routes, which are dedicated lanes for buses that run along existing roads, on outcomes including travel patterns, employment, and incomes. The results will inform the city of Dar es Salaam's transit policies.

MYANMAR

**Public Opinion Research to Inform Peace Process**

Public opinion research conducted by IPA is informing Myanmar's national peace process. The Joint Peace Fund (JPF) has been set up to support the peace process in Myanmar. IPA is supporting the JPF through the Knowledge, Attitudes, and Practices baseline study, which aims to contribute to the development of a comprehensive understanding of people's knowledge of, behavior toward, and expectations of the peace process.

# Fighting Climate Change with Small Payments to Farmers in Uganda

*Simply paying farmers not to cut down trees reduced carbon emissions—and for relatively little cost.*

Deforestation is the second largest source of human-created carbon emissions, after fossil fuels. When trees are cut, they stop absorbing carbon dioxide from the atmosphere, and as they decompose or are burned, they release stored carbon into the atmosphere. Curbing deforestation in developing countries is potentially a very cost-effective way to reduce carbon emissions and address climate change. Despite growing interest and investment in reducing deforestation, little rigorous research has been conducted on the most cost-effective ways to do so.

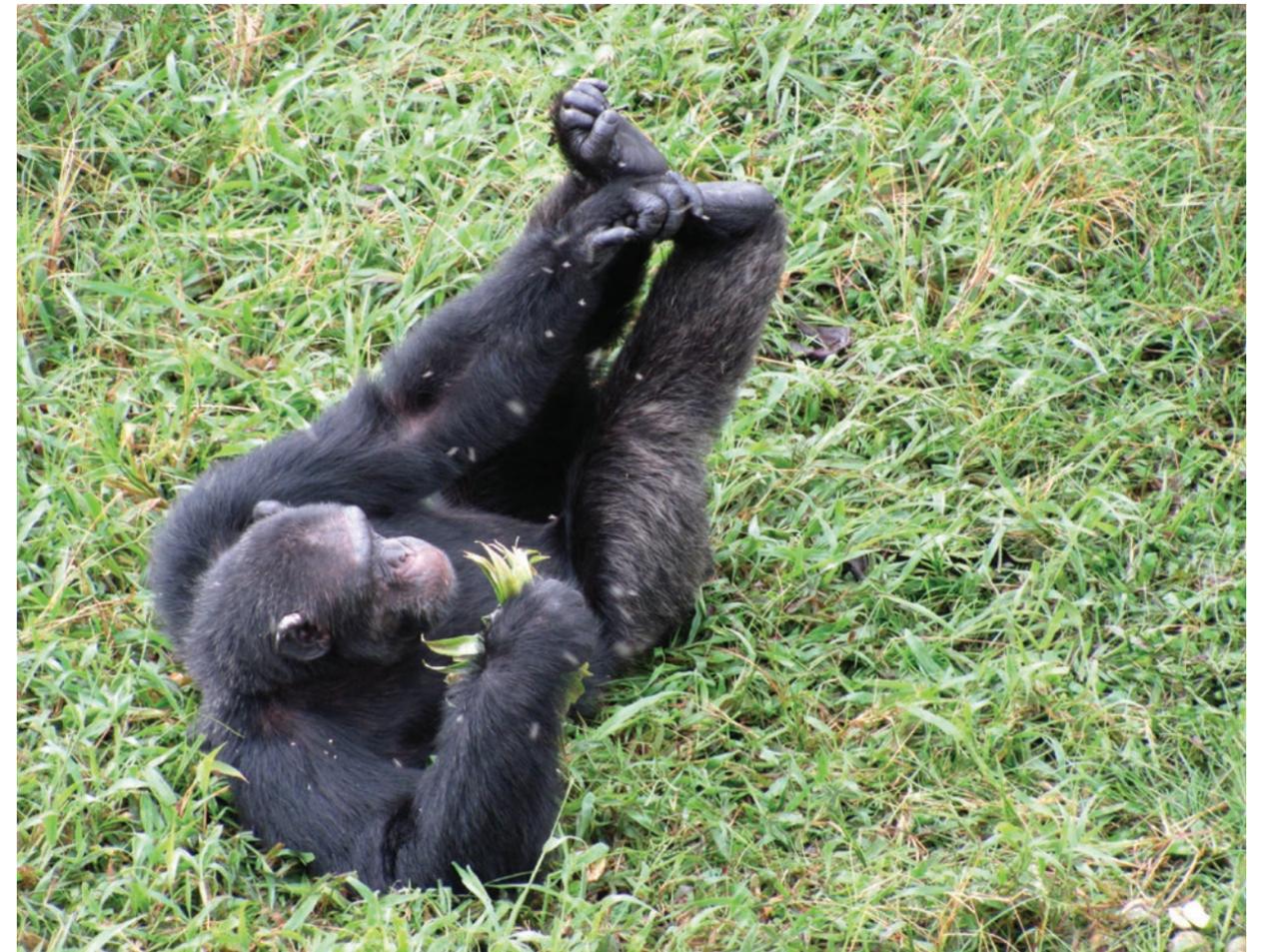
In Uganda, a local nonprofit called the Chimpanzee Sanctuary and Wildlife Conservation Trust offered contracts to owners of forested land in a chimpanzee habitat. The contracts offered

annual payments of 70,000 Ugandan shillings (equivalent to US\$28 at the time) for each hectare of forested land they conserved. IPA worked with researchers to conduct a randomized evaluation measuring the impact of the contracts. One hundred and twenty-one villages were randomly assigned to either receive the program or serve as a comparison group during the study period.

One and a half years later, landowners who were offered contracts to conserve forest cleared 4 percent of forested land, compared to 9 percent in villages where the program was not offered. This equated to delaying 3,000 metric tons of carbon dioxide per village from being released into the atmosphere, at a cost of 46 cents per ton.

## Policy Implications:

- » Simply paying landowners in the developing world to not cut down trees can significantly reduce carbon in the atmosphere.
- » The approach was relatively low-cost: paying the farmers small sums of money to conserve land was an estimated 10 to 50 times more effective per dollar spent than many energy efficiency programs in the U.S.
- » Providing more information to farmers about the program and making the sign-up process easy may increase participation in the program.



Jayachandran, Seema, Joost de Laat, Eric Lambin, Charlotte Stanton, Robin Audy, and Nancy Thomas. 2017. "Cash for carbon: A randomized trial of payments for ecosystem services to reduce deforestation." *Science* 357:267-273.

Photos: Megan Kearns

# Reducing Child Malnutrition in Rural Zambia

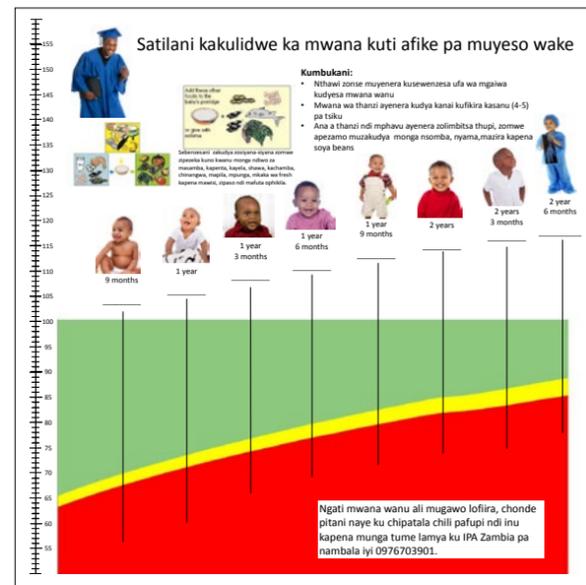
*Simple, low-cost growth charts reduced malnutrition.*

The first 1,000 days of life comprise a critical period of physical and cognitive development. Children who grow and develop normally during this period experience long-term benefits. In contrast, inadequate nutrition during this period can cause stunting, and contribute to long-term developmental consequences that affect future productivity and well-being.

In Eastern Zambia, an estimated 43 percent of children were stunted in 2013. In this context, IPA worked with researchers to evaluate the impact of two approaches designed to increase parental awareness of developmental deficits and improve

child nutrition and physical growth: home-based growth charts and community-based monitoring.

The study found that the simple growth charts, which allowed parents to see if their child had a normal height for their age, reduced stunting by 22 percentage points among malnourished children. In contrast, community-based monitoring—where caregivers were invited to quarterly meetings to learn if their children had a normal height and weight and parents of malnourished children received nutritional supplements—had no impact on rates of stunting.



A growth chart poster for boys aged 0 to 2 years

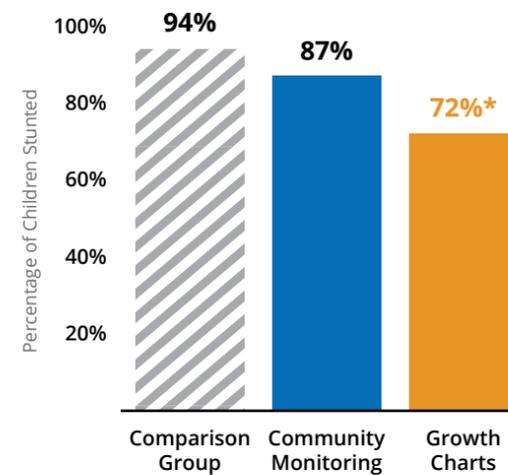


A growth chart poster being used in a household

*Researchers estimate that every dollar invested returns \$16 in additional lifetime wages for each child who would have been stunted otherwise.*

## Prevalence of Stunting at Endline

Among children stunted at baseline



\*Statistically significant at the  $p < 0.05$  level

## Are Parental Aspirations Driving the Impacts?

One of the main things caregivers said they liked about the chart was that it included an explicit focus on children who will be successful in later life. It is possible that the overall design of the poster increased parents' aspirations and, in turn, their willingness to spend additional resources on their children's nutrition. Further research is needed to better understand what is driving the impacts and the general relationship between parental information, parental aspirations, and growth in early life.

## Policy Implications:

- » Home-based growth charts appear to be a cost-effective tool to reduce physical growth deficits in this context. Based on data from the original study, researchers estimate that every dollar invested returns \$16 in additional lifetime wages for each child who would have been stunted otherwise.
- » Further studies are needed to determine whether this intervention would work elsewhere. Although the setting is similar to many rural farming communities in South Asia and sub-Saharan Africa, the study covered only a relatively small spatial area in a single agricultural season.
- » It is also important to investigate longer-term impacts and to what extent the impacts extend into a leaner time of the agricultural cycle.

Fink, Günther, Rachel Levenson, Sarah Tembo, and Peter C. Rockers. "Home- and community-based growth monitoring to reduce early life growth faltering: an open-label, cluster-randomized controlled trial." *The American Journal of Clinical Nutrition* (2017): ajcn157545.

Photos: Rachel Levenson

# Improving Learning in Rural Ghana with Satellite-Transmitted Instruction

*An innovative distance-learning model improved children's numeracy and pre-literacy skills.*

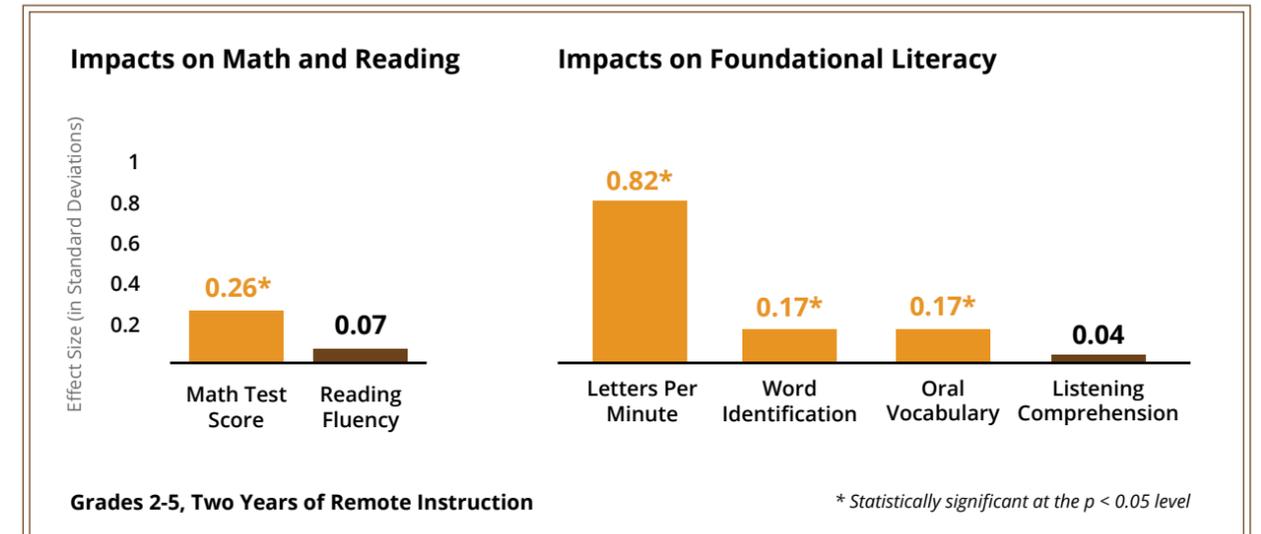


Although enrollment in primary school has increased dramatically in recent decades, many developing countries struggle to ensure high-quality education for children attending school. In rural areas, this challenge is even more pronounced: learning outcomes in rural areas of lower- and middle-income countries are often only a fraction of those in urban areas. One reason is that rural schools struggle to attract and retain professionally trained teachers.

Researchers collaborated with the Varkey Foundation and IPA to conduct a randomized

evaluation assessing whether reliable, high-quality interactive distance classes improved learning outcomes among marginalized school children in rural Ghana. It was the first impact evaluation of interactive distance learning in sub-Saharan Africa.

The study found that after two years, the interactive distance-learning model significantly improved primary students' numeracy and pre-reading literacy skills. No impacts were found on attendance and classroom time-on-task, suggesting that these gains may result from improved instructional quality rather than increased quantity of instruction time.



## Policy Implications:

- » These results suggest that an interactive distance learning model of this nature is a promising approach for reaching marginalized students in rural areas.
- » However, the model is expensive. As technology improves, such programs will likely become more cost-effective, making scaling more feasible.

Johnston, Jamie, and Christopher Ksoll. 2017. "Effectiveness of Interactive Satellite-Transmitted Instruction: Experimental Evidence from Ghanaian Primary Schools." August 2017. CEPA Working Paper.

Photo: Loic Watine

## Better Birth Planning with Conditional Cash Transfers in Kenya

*A cash transfer, designed to provide the resources and encouragement to plan ahead for childbirth, led to more effective birth planning and increased the likelihood women delivered at higher-quality facilities.*

Every year, 1.3 million women and newborns in sub-Saharan Africa die in delivery or shortly thereafter. For delivery complications to be managed effectively, women must deliver in facilities that have essential medicines and supplies, well-trained healthcare workers, and functioning referral systems.

Nairobi, Kenya, has one of the highest maternal mortality rates in the world. In Kenya, only 5 percent of maternity facilities perform cesarean sections, less than half have referral capacity, and many lack antibiotics and other essential

medications. Many Kenyan facilities also perform poorly in nontechnical interpersonal aspects of care, with one in five women reporting that they experienced disrespect or abuse during delivery.

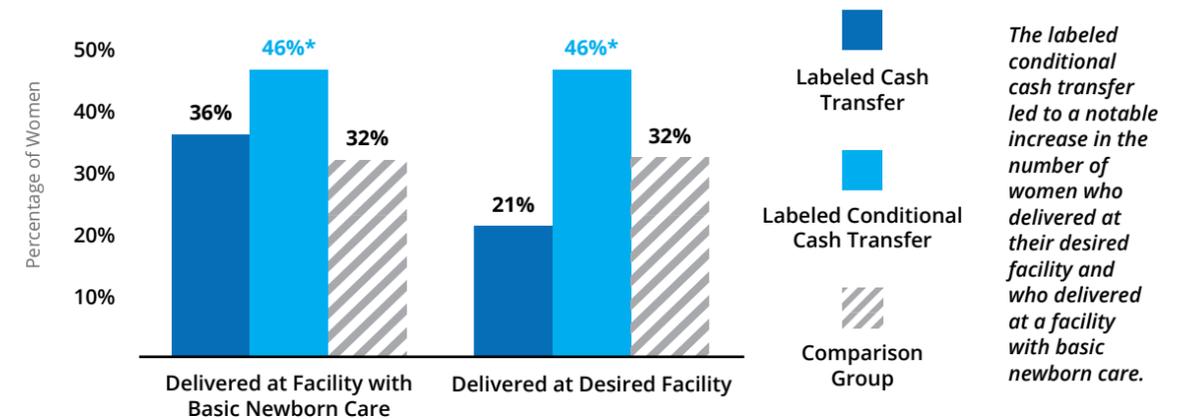
While hundreds of delivery facilities exist in Nairobi, their quality and cost varies widely. In this context, women face many obstacles to delivering where they want, including difficulty choosing a provider, disagreement among family members about where to deliver, and arriving early enough in labor at their desired facility.

In Nairobi, researchers conducted a randomized evaluation of two types of maternal cash transfers to discover if this approach could help women deliver where they wanted and in higher-quality facilities. The first was a cash transfer of 1,000 Kenyan shillings (about US\$10) with a label stating, "This is intended to help you deliver in the facility where you want to deliver," which the women received during their eighth month of pregnancy. The second was the same as the first with an

addition: women received an additional cash transfer if they gave birth in a facility in which they had committed to delivering their baby.

The study found that the second type of cash transfer, which incorporated both labeling and precommitment, increased the use of higher-quality delivery facilities and led to improvements in women's experiences of interpersonal quality of care. The labeled cash transfer had fewer benefits.

**Impact of Cash Transfers on Facility Used**



\* Statistically significant at the  $p < 0.05$  level

### Policy Implications:

- » While labeling has been found to be nearly as effective as financial incentives in other cases, this research suggests that labeling alone is not effective at increasing the use of high-quality maternity care. Rather, a combination of a labeled cash transfer and incentivized precommitment was needed.
- » Even with financial incentives, the quality of care women sought was not optimal, suggesting other interventions are needed to foster use of technically competent care.
- » Further research is needed to determine whether the labeled, conditional cash transfer leads to health improvements.

Cohen, Jessica, Katherine Lofgren, and Margaret McConnell. 2017. "Precommitment, Cash Transfers, and Timely Arrival for Birth: Evidence from a Randomized Controlled Trial in Nairobi Kenya." *American Economic Review* 107, no. 5: 501-505.

Photo: Thomas Chupein / J-PAL

# More Results

*In 2017, we shared results from 28 rigorous evaluations with decision-makers around the world. In addition to those on the previous pages, here are some other noteworthy findings.*



## SMALL & MEDIUM ENTERPRISES

### Networking meetings substantially increased business performance in China.<sup>1</sup>

Offering managers of small and medium enterprises monthly networking meetings with other firms substantially increased their business performance. Firms whose managers attended the meetings saw an 8 percent increase in sales, which persisted one year after the meetings ended. Profits also rose by an average of RMB 257,500 (US\$36,000) for firms offered the program. In response to these findings, the Commission of Industry and Information Technology in Jiangxi Province has scaled up the program to another 5,000 firms, about half the average number of new firms created in a year.

## HEALTH

### Videos encouraging communities to speak out about and counter violence against women led to a reduction in reported incidents of violence in Uganda.<sup>2</sup>

Short videos were screened in local video halls, depicting deadly violence by a husband towards his wife and appealed to viewers to speak out about violence against women in order to prevent it from escalating. Eight months later, the proportion of women who reported any VAW in their household over the preceding six months was substantially lower in villages where the videos were screened than in villages randomly assigned to the comparison group.

## AGRICULTURE

### Engaging farmers as communication partners in Malawi and offering them small, performance-based incentives to share information about sustainable farming practices with others in the village increased adoption of those practices.<sup>3</sup>

Researchers found that offering farmers small incentives—in the form of fertilizer or seeds—to encourage them to share information with their peers about two sustainable farming practices, pit planting and organic composting, increased adoption of those practices. Farmers appear most convinced by other farmers who share a group identity with them, or who face similar farming conditions.



## FINANCIAL INCLUSION

### Simply expanding access to formal savings accounts had no impact on financial health in Chile, Ghana, and the Philippines.<sup>4</sup>

Previous research found access to bank accounts had various positive impacts when offered to certain groups, but effects on the average unbanked household were not known. In three countries, a representative group of households were offered temporarily free, basic savings accounts with a local bank. Access to the accounts spurred little account use and had no impact on savings, expenditures, earnings, or school enrollment after two years. These results suggest that expanding access to existing savings products may not improve well-being for an average household without a bank account.

## SMALL & MEDIUM ENTERPRISES

### When women entrepreneurs in Ghana, India, and Sri Lanka received business loans, the money was invested in their husbands' businesses rather than their own, unless the woman ran the only business in the household.<sup>5</sup>

Several studies have suggested that women do not benefit from loans and grants in the same way that men do, but the reasons for this have not been clear. Researchers reanalyzed data from studies in Ghana, India, and Sri Lanka and found that when women ran the only business in the household, men and women got roughly the same returns on investment. However, when other family members also had a business, women had lower returns. These findings suggest that poor financial returns to female entrepreneurs do not stem from a lack of ability, but rather from women's financial resources getting redirected to their husbands' businesses.

<sup>1</sup> Cai, Jing, and Adam Szeidl. 2017. "Interfirm Relationships and Business Performance." *The Quarterly Journal of Economics*, qjx049.

<sup>2</sup> Green, Donald P., Anna Wilke, and Jasper Cooper. 2018. "Silence Begets Violence: A mass media experiment to prevent violence against women in rural Uganda."

Photo: IPA Uganda Team

<sup>3</sup> BenYishay, Ariel, and A. Mushfiq Mobarak. *Social Learning and Incentives for Experimentation and Communication*. Forthcoming, *Review of Economic Studies*, 2018.

Photo: Mushfiq Mobarak

<sup>4</sup> Dupas, Pascaline, Dean Karlan, Jonathan Robinson, and Diego Ubfal. 2018. "Banking the Unbanked? Evidence from Three Countries." *American Economic Journal: Applied Economics* 10, no. 2: 257-297.

<sup>5</sup> Bernhardt, Arielle, Erica Field, Rohini Pande, and Natalia Rigol. 2017. "Household Matters: Revisiting the Returns to Capital among Female Micro-entrepreneurs." *National Bureau of Economic Research, Working Paper No. 23358*.

# Funders

AESTUS Foundation  
 Alfred P. Sloan Foundation  
 Anonymous (2)  
 Aporta Desarrollo Sostenible  
 Bill & Melinda Gates Foundation  
 Boston University  
 BPI Foundation, Inc.  
 Business for Social Responsibility (BSR)  
 Center for Evaluation and Development (C4ED)  
 Centre for Economic and International Studies  
 Centre for Economic Policy Research (CEPR)  
 Centro Nacional de Productividad  
 Children's Investment Fund Foundation (CIFF)  
 Cisco Systems Foundation  
 Concern Worldwide  
 Corporación Andina de Fomento (CAF Bank)  
 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
 DoubleXEconomy, LLC  
 Douglas B. Marshall, Jr. Family Foundation  
 Duke University  
 The Echidna Giving Fund  
 Economic and Social Research Council (ESRC)  
 Educate!  
 Evidence in Governance and Politics (EGAP) at University of California, Berkeley\*  
 ENERGIA International Network on Gender and Sustainable Energy hosted by Hivos  
 Evidence Action  
 Ewing Marion Kauffman Foundation  
 Flora Family Foundation  
 Fondation Terre des hommes - Aide à l'enfance dans le monde  
 Ford Foundation  
 FSD Kenya  
 Fund for Shared Insight  
 Fundación Arturo y Enrica Sesana  
 GiveDirectly  
 GiveWell  
 Global Development Incubator  
 Global Innovation Fund  
 GOAL Relief and Development Organization

Google.org  
 Gower Street  
 Group for the Analysis of Development (GRADE)  
 Henry E. Niles Foundation  
 Horace W. Goldsmith Foundation  
 ideas42  
 Impactt Ltd.  
 Institute for Fiscal Studies  
 Institute for the Study of Labor (IZA)  
 Instituto Cuanto  
 Inter-American Development Bank (IDB)  
 International Development Research Centre  
 International Food Policy Research Institute (IFPRI)  
 International Growth Centre (IGC)  
 International Initiative for Impact Evaluation (3ie)  
 International Rescue Committee  
 Jacobs Foundation  
 John Templeton Foundation  
 J-PAL at Massachusetts Institute of Technology  
 Juntos por la Educación  
 Koe Koe Tech  
 Lamont-Doherty Earth Observatory/Earth Institute, Columbia University  
 LIFT  
 London Business School  
 London School of Hygiene and Tropical Medicine  
 Massachusetts Institute of Technology  
 Mastercard Center for Inclusive Growth  
 Mastercard Foundation  
 Mercy Corps  
 Michigan State University  
 Millennium Challenge Corporation  
 Ministerio de Economía y Finanzas, Perú  
 Ministerio de la Mujer y Poblaciones Vulnerables, Perú  
 NetHope  
 New York University  
 NORC at the University of Chicago  
 Northwestern University  
 Old Mutual Colombia  
 Omidyar Network

Opportunity International  
 Overseas Development Institute – GAGE Programme  
 Oxford Policy Management  
 Population Services International  
 Precision Agriculture for Development  
 SALOG S.A – Salud y Logística  
 Save the Children  
 Social Impact  
 Stanford University  
 Strømme Foundation  
 Task Force for Global Health  
 Tilburg University  
 Twaweza East Africa  
 UBS Optimus Foundation  
 United Kingdom Department for International Development (DFID)  
 United Nations Children's Fund (UNICEF)  
 United Nations Development Programme (UNDP), Bangladesh  
 United States Agency for International Development (USAID)  
 United States Department of Labor  
 University of California, Berkeley  
 University of California, Davis  
 University of California, San Diego  
 University of California, San Francisco  
 University of California, Santa Cruz  
 University of Cape Town  
 University of Chicago  
 University of Michigan  
 University of Minnesota  
 University of Pennsylvania  
 University of Toronto  
 University of Zurich  
 Varkey Foundation  
 Village Enterprise  
 VOTO Mobile  
 Wageningen University  
 We Care Solar / UBS Optimus Foundation  
 The William and Flora Hewlett Foundation  
 World Bank  
 World Bicycle Relief  
 World Vision  
 Yale University

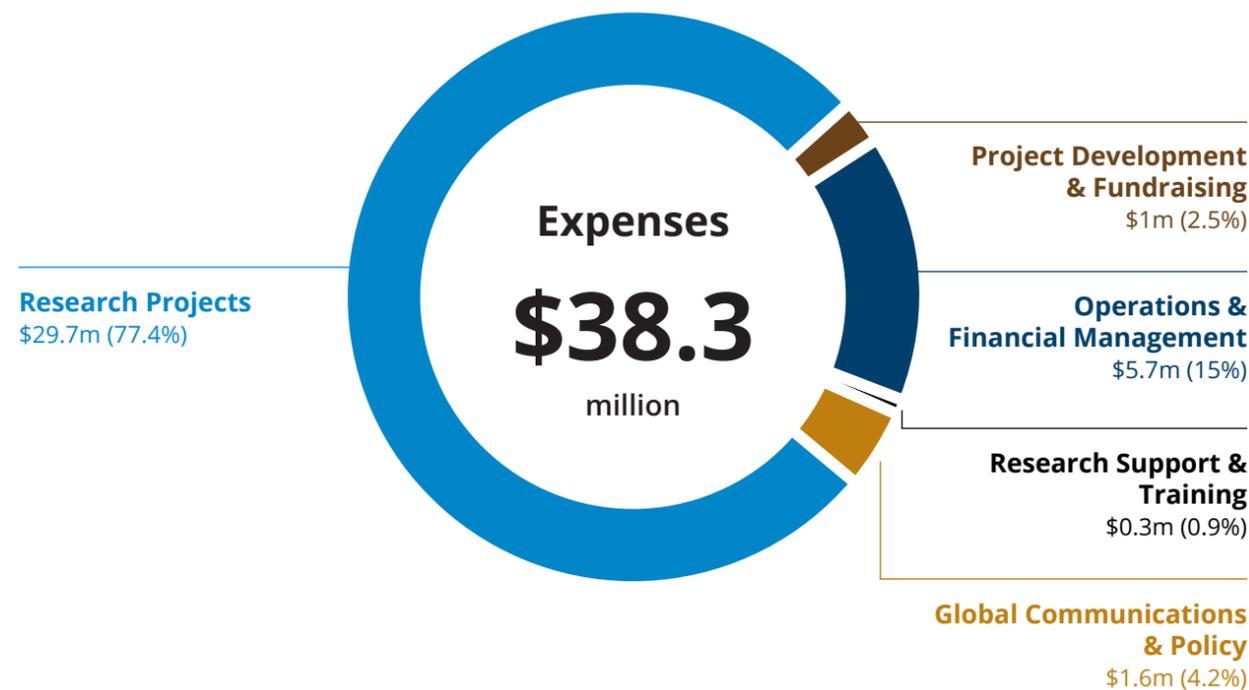
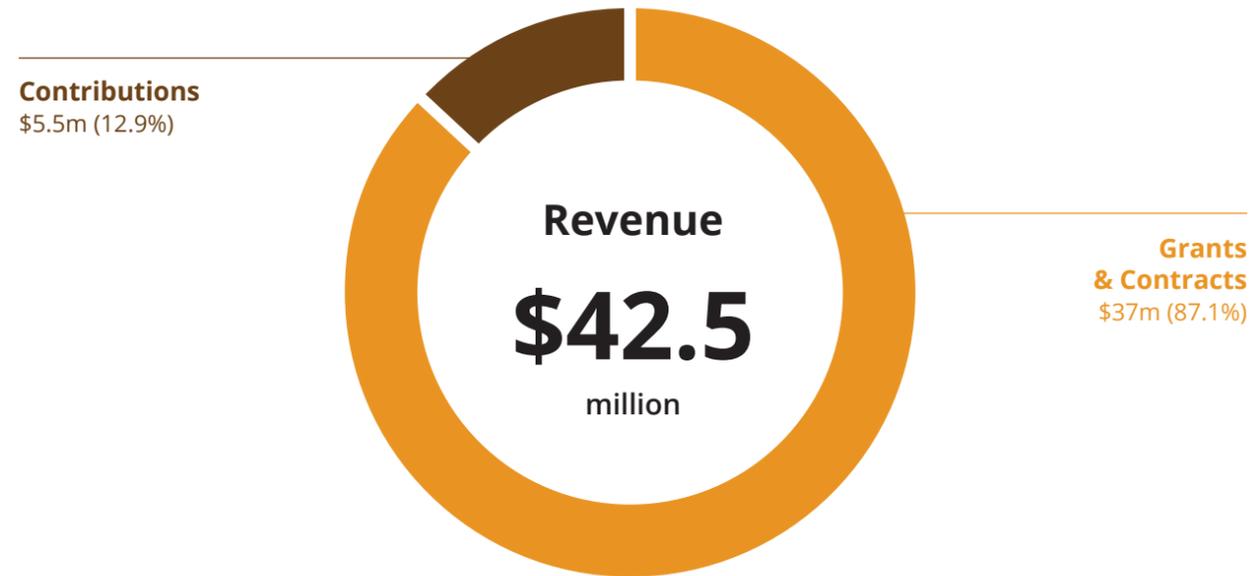
# Donors

Wendy Abt  
 Alexander Aganin & Irina Aganina  
 Alberini Family Fund  
 Anonymous (2)\*  
 Anonymous (17)  
 Leslie Chang & Ben Appen  
 Marcelle Arak  
 Joe & Jenny Arcidicono  
 Benjamin & Claire Barshied  
 Zafer Barutcuoglu & Grace Lin  
 Alan Batkin  
 Trey Beck  
 John Benninghoff  
 The Betty L. West Mending Fund of the Tides Foundation  
 Nancy Binder  
 Jason Bluhm  
 Ben Blumenfeld & Jocelyn Ross  
 Joy Bonaguro & Justin Elstrott  
 Jeffrey Braemer  
 Charles & Nancy Brickman  
 Ellen Bridle & David Elworthy  
 David Brody & Erin Dumbacher  
 Emily Brown  
 Jim & Sharon Butler  
 Bruce F. Campbell\*  
 Anastasia Chen  
 Lingfeng & Ronald Cheng  
 Robert Choo  
 Luke Coffey  
 Allan & Joyce Cohen  
 Valerie Rubsamen & Cedomir Crnkovic  
 Daniel Culley  
 Reeshad Dalal  
 Michael Day & Anne Feldman  
 David Dayen  
 Chad DeChant  
 Vincent & Elisa de Martel  
 Joe Delmonico  
 Richard & Vanessa Deutschmann  
 Brian Dietel  
 Annie Duflo & Sree Kant  
 Esther Duflo  
 Duane & Subarna Hamid Eisaman  
 Bruce Engelbert  
 Melissa Feinberg & Ken Gottesman  
 First Dollar Foundation  
 Janet Freeman & Paul Solman  
 Andrew Funderburk  
 Alex Ginsburg & Hillary Blumberg  
 Andrew & Ann M. Gore\*

Peter Gourley & Ruth Ann Woodley  
 Heather & Benjamin Grizzle  
 Peter & Natalie Gruenstein  
 Paul F. Gruenwald  
 Steven Hakusa  
 James M. & Jennifer L. Hall  
 Simon & Jane Hallett\*  
 Michael Jesse Handelman\*  
 Christopher & Olga Hartwell\*  
 Laura Hattendorf & Andrew Kau  
 Alexandra & Brian Hawkins  
 Philip Hebda  
 Samy Hernandez  
 William Higgins  
 Matthew Hirsch  
 Margaret & Patrick Holland  
 Elizabeth Holmes  
 Hilary & Zachary Jefferson  
 Nathan Jensen & Sophie Fortin  
 David Joerg  
 Thomas John & Sajama Sajama  
 Mayette Johnston  
 David & Crystal Kaplan  
 Dean & Cindy Karlan  
 Pamela & Alexander Karlan  
 The Thomas & Nettie Keck Family  
 Sterling Keener  
 Michael Kim  
 Stephanie & Adam Kim  
 Julio & Clarice Kogut (In Memory of Pedro Damasceno)  
 KSS Architects  
 Denise & Mark Lake\*  
 The LeRoux Family Charitable Fund\*  
 Justin Leverenz  
 Alfred Lewis  
 David Lichtenstein & Rebecca Silver  
 Joni & Mark Light  
 Lowe/Lowenhaupt Family Fund of the Oregon Community Foundation  
 Matthew Maas  
 Yasmine Mahdavi & Patrick Campbell  
 The Marsh-Louie Family Fund\*  
 Heather & Michael C. Mayes  
 Spencer Maynes  
 Janet McCubbin  
 Bengte Evenson & Paras Mehta  
 Max Mershon  
 Christine Meyer  
 Catherine Muther  
 Daniel Newlon

Christopher O'Brien  
 The O'Brien Family Charitable Fund  
 Jameson Op de Coul  
 Chris Park  
 Amit J. & Vicky L. Patel  
 Kristov Paulus  
 Pavlov Family Charitable Fund  
 Pedro Pereira  
 Jacob Perkins  
 Katrina Pitas  
 Marguerite Hoyler & David Rademeyer  
 Rachel Rankin  
 Peter Rigano  
 Linda Rising  
 Robert & Heidi Greenwald Fund of the Liberty Hill Foundation  
 Ferrill & Belinda Roll\*  
 Rosalind Chow & Jeff Galak Charitable Fund of The Pittsburgh Foundation  
 Shelley Roth & Jed Weissberg  
 Michael Roytburd  
 Colin Rust & Jeannie Tseng\*  
 Neela Saldanha & Tanuj Suri  
 Lisa & Steve Sawin  
 Lauren Schmidt  
 Christopher Schneider  
 Kay Schodek  
 Abby Schwartz  
 Gregg & Kimberly Sciabica  
 Noah Segal  
 Stephen C. Senna  
 Russell & Elizabeth Siegelman  
 Mason Smith  
 Paul & Allison Stowell  
 Santiago Suarez  
 Tara Health Foundation  
 Colin Teichholtz & Stella Um  
 Steve Toben  
 Joseph P. Torella  
 Kentaro Toyama & Jasmit Kaur  
 Spyridon Triantafyllis  
 Justin Truman  
 Patrick Peterson & Shirley Tsai  
 Eric Joseph Uhrhane\*  
 Ankur Vora  
 Deborah A. Wallach  
 Lulu Wang  
 Thomas West  
 Mark V. Wilson  
 The Zaitlin-Nienberg Family Fund  
 Nadia Zonis

# 2017 Financial Report



## Net Assets

End of 2016: \$(4.12 million)  
End of 2017: \$0.07 million  
Change in Net Assets: \$4.19 million



IPA's 2017 fiscal year covered January 1 to December 31, 2017.  
Percentages are calculated using exact amounts rather than rounded amounts.  
See our audited financials at [poverty-action.org/financials](http://poverty-action.org/financials).

IPA has been recognized as a gold-level GuideStar participant, demonstrating our commitment to transparency. We are also a BBB Accredited Charity and one of The Life You Can Save's top recommended charities for effective giving.

# Leadership

As of September 2018. See back cover (p. 24) for a list of our country offices and country program leadership.

## BOARD OF DIRECTORS

- |  |  |  |   |
|--|--|--|---|
| <b>Wendy Abt</b><br>Founder, WPA, Inc.   | <b>Heather W. Grizzle</b><br>Founding Partner,<br>Causeway Strategies  | <b>Rakesh Rajani</b><br>Vice President,<br>Programs, Co-Impact   | <b>Ankur Vora</b><br>Director, Strategy,<br>Innovation, and Impact,<br>Bill & Melinda Gates<br>Foundation |
| <b>Benjamin S. Appen, CFA</b><br>Founding Partner, Co-Chair<br>of Investment Committee,<br>and CEO of Magnitude<br>Capital | <b>Laura Hattendorf</b><br>Head of Investments,<br>Mulago Foundation   | <b>Stephen Toben</b><br>Vice Chairman, IPA Board<br>of Directors and President,<br>Flora Family Foundation                                   | <b>ADVISOR TO THE BOARD</b><br><b>Mushfiq Mobarak</b><br>Professor of Economics,<br>Yale University       |
| <b>Aroon Balani</b><br>Vice President,<br>Oppenheimer Funds  | <b>Dean Karlan</b><br>Founder of IPA and<br>Professor of Economics<br>and Finance, Kellogg<br>School of Management,<br>Northwestern University | <b>Kentaro Toyama</b><br>W.K. Kellogg Associate<br>Professor of Community<br>Information, University<br>of Michigan School of<br>Information |   |
| <b>Trey Beck, CFA</b><br>Chairman, IPA Board<br>of Directors   | <b>James J. Prescott</b><br>Professor of Law, University<br>of Michigan Law School   |  |   |

## SENIOR MANAGEMENT

- |  |   |
|--|---|
| <b>Annie Duflo</b><br>Executive Director                             | <b>Bruce Hickling</b><br>Chief Programs Officer       |
| <b>Lucy Berkowitz</b><br>Chief Financial &<br>Administrative Officer | <b>Pam Kingpetcharat</b><br>Chief Information Officer |
| <b>Stacey Daves-Ohlin</b><br>General Counsel                         |   |

## REGIONAL DIRECTORS

- |  |   |
|--|---|
| <b>Suleiman Asman</b><br>Regional Director,<br>East Africa | <b>Bhavani Prathap Kasina</b><br>Regional Director,<br>Asia & Latin America |
| <b>Kris Cox</b><br>Regional Director,<br>West Africa       |   |

## GLOBAL LEADERSHIP

- |  |   |   |
|--|---|---|
| <b>Liz Brantley</b><br>Controller  | <b>Christine Papai</b><br>Associate Director,<br>Executive Office   | <b>Amy Shaw</b><br>Director of Development                                      |
| <b>Iman Byrnes</b><br>Global Human<br>Resources Director                               | <b>Doug Parkerson</b><br>Internal Principal<br>Investigator   | <b>Bianca Verrilli</b><br>Global Operations Director                            |
| <b>Heidi McAnnally-Linz</b><br>Director of Policy<br>& Communications                  | <b>Pace Phillips</b><br>Director of Business &<br>Program Development   | <b>Tyrone Washington</b><br>Senior Manager of Network<br>Infrastructure Systems |
| <b>Faith McCollister</b><br>Associate Director of<br>Business & Program<br>Development | <b>Lindsey Shaughnessy</b><br>Associate Director, Global<br>Research & Data Support /<br>Management Information<br>Systems Technology | <b>Loïc Watine</b><br>Director, Right-Fit<br>Evidence Unit                      |

## SECTOR DIRECTORS

- |   |
|---|
| <b>Sebastian Chaskel</b><br>Program Director,<br>Peace & Recovery       |
| <b>Nathanael Goldberg</b><br>Program Director,<br>Social Protection     |
| <b>Julie Peachey</b><br>Director, Poverty<br>Measurement                |
| <b>Rebecca Rouse</b><br>Program Director,<br>Financial Inclusion        |
| <b>Lucia Sanchez</b><br>Program Director, Small<br>& Medium Enterprises |

# Our Offices



## WEST AFRICA

### Burkina Faso

Estelle Plat, Country Director  
Quartier Ouaga 2000, Lot 53  
Parcelle 01, Section A  
Ouagadougou, Burkina Faso  
info-burkinafaso@poverty-action.org

### Côte d'Ivoire

Samuel Kembou Nzale, Research Manager  
House number 167, Ilot 14, Lot 77  
Quartier Val Doyen, Cocody  
Abidjan, Côte d'Ivoire  
info-burkinafaso@poverty-action.org

### Ghana

Madeleen Husselman, Country Director  
HN8 Saflo Street, Abelemkpe, Accra, Ghana  
info-ghana@poverty-action.org

### Liberia

Arja Dayal, Country Director  
Khalil Building, 3rd Floor  
Tubman Boulevard  
Monrovia, Liberia  
info-liberia@poverty-action.org

### Mali

Estelle Plat, Country Director  
Quartier Baco-djicoroni Golf  
Rue 804, Porte: 688  
Bamako, Mali  
info-mali@poverty-action.org

### Sierra Leone

Arja Dayal, Country Director  
20B Wilkinson Rd, 3rd Floor  
Freetown, Sierra Leone  
info-sierraleone@poverty-action.org

## EAST AFRICA

### Kenya

Allison Stone, Deputy Country Director  
Sandalwood Lane, off Riverside Drive  
Nairobi, Kenya  
info-kenya@poverty-action.org

### Malawi

Patrick Baxter, Country Representative  
Area 47, Sector 3, Plot 249  
P.O. Box 31093, Lilongwe 3  
Lilongwe, Malawi  
info-malawi@poverty-action.org

### Rwanda

Doug Kirke-Smith, Country Director  
Plot 1123, KK23/KK387  
Kicukiro, Kigali, Rwanda  
info-rwanda@poverty-action.org

### Tanzania

Rachel Steinacher, Country Director  
Regent Business Park  
P.O. Box 23408, 3rd Floor, Wing-B  
Plot 172, Chwaku Road  
Mikocheni, Dar es Salaam, Tanzania  
info-tanzania@poverty-action.org

### Uganda

Carin Mirowitz, Country Director  
Plot 21 Kanjokya Street  
P.O. Box 40260  
Kamwokya, Kampala, Uganda  
info-uganda@poverty-action.org

### Zambia

Carlos Acero, Country Director  
Plot 26, Mwambula Street  
Jesmondine, Lusaka, Zambia  
info-zambia@poverty-action.org

## ASIA

### Bangladesh

Ashraf Haque, Country Representative  
Apt. #6B, House #35, Road #7, Block G  
Banani, Dhaka-1213, Bangladesh  
info-bangladesh@poverty-action.org

### Myanmar

Ricardo Morel, Country Director  
7th Floor, No. 49 Kyun Taw Street  
Sanchaung Township, Yangon, Myanmar  
info-myanmar@poverty-action.org

### Philippines

Nassreena Sampaco-Baddiri,  
Country Director  
Unit B 8th Floor Belvedere Tower  
San Miguel Avenue, Ortigas Center  
Pasig City, 1605, Philippines  
info-philippines@poverty-action.org

## LATIN AMERICA

### Colombia

Kyle Holloway, Country Director  
Calle 98 No. 22-64 Of 307  
Bogotá, Colombia  
info-colombia@poverty-action.org

### Dominican Republic

Kyle Holloway, Country Director  
Calle César Nicolás Penson No. 83  
Sector Gascue, Santo Domingo  
República Dominicana  
info-colombia@poverty-action.org

### Mexico

Julia Lendorfer, Country Representative  
WeWork Torre Latino, Paseo De La Reforma  
296, Col Juárez, 06600, Mexico City, Mexico  
info-peru@poverty-action.org

### Peru, Bolivia, Paraguay, and Latin American Countries without a Country Office

Juan Manuel Hernández-Agramonte,  
Country Director  
Jr. España (Ex Manuel Gonzalez de la Rosa)  
N°396, Magdalena del Mar. Altura Cdra. 30  
de la Av. Salaverry, Lima, Peru  
info-peru@poverty-action.org

## UNITED STATES

### New Haven, CT - Headquarters

101 Whitney Ave, 2nd Floor  
New Haven, CT 06510 USA  
+1 203-772-2216  
poverty-action.org/contact

### New York, NY

1216 Broadway, 4th Floor  
New York, NY 10001

### Washington, D.C.

1413 K Street, NW, 11th Floor  
Washington, D.C. 20005