

# ECONOMIC DEVELOPMENT

We work with businesses, market intermediaries and policy makers to reduce systemic constraints that limit access to markets - strengthen local capacities, enhance competitiveness, create employment and support livelihoods, to improve quality of life for people living in poverty. Our service offering takes a transformational approach towards economic development by developing strategic interventions across the domain and ensuring that the growth is inclusive of marginalised and excluded communities. Our approach recognises the key role of the private sector in providing solutions to stimulate economic transformation, creating decent and productive jobs for men and women equally, promoting social inclusion and women's economic empowerment, as well as innovating for access to renewable energy, climate change adaptation & increased resilience.

With an in depth presence across Africa and Asia, the expertise we provide is grounded in local context; a focus on understanding the political economy factors that shape market outcomes; and a commitment to ensuring that economic development is equitable, inclusive and sustainable. Our experience covers all aspects of the programme lifecycle- from up front programme design, market assessments and feasibility studies, to the implementation of large scale programmes, fund management, facilitating processes of policy reform and public private dialogue, and the provision of ongoing monitoring, evaluation and learning to ensure the work we deliver is flexible, responsive and adaptive to the complex environments in which we work.



Email: [psd@ipeglobal.com](mailto:psd@ipeglobal.com)

Website: [www.ipeglobal.com](http://www.ipeglobal.com)

Telephone: +91 11 4075 5900

## FOCUS AREAS

Cities and Infrastructure

Private Sector Development

Industrial Infrastructure Development

Economic Corridors and Trade Facilitation

Energy, Environment and Climate Change

## SERVICES

- Programme Design
- Systems Analysis and Value Chain Analysis
- Market Assessments
- Pre-feasibility and Feasibility Studies
- Infrastructure Planning
- Urban Planning and Municipal Financing
- Investor Attraction
- Transaction Advisory for Public Private Partnerships
- Fund Management for Innovation Funding
- Programme Management
- Gender and Social Inclusion Analysis
- Monitoring, Evaluation and Learning

## PROJECTS

### **DFID II Hlan Chi Programme - Cities and Infrastructure for Growth, Myanmar (2018-2023)**

The Cities and Infrastructure for Growth programme (CIG) (also known as Hlan Chi in Myanmar) provides demand-responsive technical assistance (TA) to Government of Myanmar and other implementing government agencies to reform and strengthen the policy environment and promote investment, growth and job creation in Myanmar. The programme is aligned with the strategic objectives set out in the Myanmar Sustainable Development Plan. It will enable cities to function effectively, attract new businesses and create employment. In particular, Hlan Chi will build learning about what works for generating investment in sustainable cities and infrastructure, which will inform both programme delivery and future programme design.

We are providing technical assistance on city and regional interventions in Myanmar leading to inclusive economic development and structural transformation, by building the enabling environment for investment into urban, energy and infrastructure sectors. The interventions will provide reliable energy for households and businesses, thereby reducing production costs and removing the barriers to investment in much needed infrastructure services, such as energy, water and sanitation, transport and communications.

### **DFID II Technical Support Unit (TSU) for Growth, Resources, Opportunities and Wealth Creation in Bihar (GROW Bihar), India (2016-2020)**

DFID, under GROW Bihar programme has been assisting Government of Bihar (GoB) in attracting private sector investments, effectively steering revenue collection and utilisation, and strengthening growth transmission.

As a Technical Support Unit (TSU), IPE Global is assisting GoB to: (a) improve the investment climate for private sector growth; (b) boost revenue collection and strengthen public financial management to make development more effective and; (c) revamp technical education in the state to create jobs, particularly for Women, Scheduled Castes (SCs) and Minorities.

### **DFID II AgriTech Catalyst – Evaluation of an Innovation Financing Programme, Global (2019-2022)**

Agri-Tech Catalyst is a £10 million programme which supports businesses and research organisations working in partnership across the UK and developing countries to produce innovations that address post-harvest losses and sustainable agricultural intensification. The programme aims to accelerate the development of new agricultural innovations to address food security challenges by supporting research institution/private sector partnerships.

As independent evaluators, we are working with DFID and the Fund Manager in reviewing the programme design and delivery mechanism with a view to maximise intended impacts. We are assessing progress and performance of the fund across the stages of maturity of innovations leading to commercialisation of standout products and ultimately inclusive benefits to agricultural producers and consumers.

**DFID II Dar es Salaam Urban Jobs Programme (Dar Jobs), Tanzania (2018-2019)**

Dar Jobs was a £10 million urban market systems programme aiming to address the high unemployment and underemployment rate associated with Dar es Salaam's rapid growth by catalysing change in labour-intensive sectors that have the potential to create jobs for the poor and disadvantaged, including women and youth. The programme focused on addressing barriers to labour demand in the light manufacturing, waste management and childcare sectors to create 9,600 Full Time Equivalent (FTE) jobs and increase earnings for its target beneficiaries.

We designed the Dar Jobs Programme. The 6 month design phase included conducting detailed market systems assessments for the programme's target sectors; undertaking in depth political economy assessments to position the programme and understand how best to align the programme with Government of Tanzania's policy objectives and build local stakeholder partnerships across different municipalities in Dar es Salaam, as well as conducting gender and social inclusion analysis to better understand the role and position of women in each market system. The design process also including rolling out a series of "micro pilots" in each of the target sectors to better understand identified constraints and trial interventions in line with the programme's focus on adaptive management.

---

**TradeMark East Africa II Pre-Feasibility and Feasibility Assessment for Design of a Trade and Logistics Cluster, Burundi (2019-2020)**

One of the key innovations pursued by TMEA under strategy 2, is to pilot Trade and Logistics Clusters (TLCs) in each country in the East African Community (EAC) as a way to support growth and job creation. The primary objective of TLCs is to unlock constraints to value addition in export-oriented sectors that have high growth potential for manufacturing and labour absorption. To develop the TLC in Burundi, TMEA commissioned a study comprising i) a pre-feasibility analysis to determine the most promising productive sector, and ii) feasibility analysis and intervention design.

As part of the pre-feasibility analysis, we carried out shortlisting analysis on a subset of high-potential sectors, evaluating them against select impact and feasibility criteria, to arrive at palm oil as the most promising focal point for a TLC intervention. We also carried out market systems analysis, characterising the core function, rules and supporting services, carried out a detailed constraints analysis to identify the root causes of subsector underperformance, and proposed a 4-part intervention package that places environmental sustainability front and centre and seeks to combine approaches focused on improved aggregation, improved support services to smallholder farmers, boosting stakeholder engagement, traceability systems, capacity building, and regulation in order to address the weak points of the sector in a holistic manner.

---

**TradeMark East Africa (TMEA) II Pre-feasibility and Feasibility Assessment for the Further Development of Special Economic Zone and Industrial Park Infrastructure, Rwanda (2019-2020)**

TMEA is supporting the Government of Rwanda in the development of Special Economic Zone (SEZ) and Industrial Park Infrastructure to boost Rwanda's economic potential by increasing investments and creating employment opportunities.

We are conducting a feasibility study for the development of Advanced Factory Units (AFUs) at Kigali Special Economic Zone (SEZ) Phase-II and undertaking market sounding to determine investor interest (both foreign and domestic) in the site. We are also supporting Ministry of Trade and Industry (MINICOM), Government of Rwanda and the Rwanda Development Board to develop all 3 phases of Bugesera Industrial Park by conducting a detailed feasibility study to determine the most suitable model for ongoing park development, conducting market sounding to determine investor interest and providing transaction advisory support to secure a developer operator for the site.

**TradeMark East Africa (TMEA)  
II Technical and Commercial  
Options Analysis for  
Development of a Trade and  
Logistics Hub for Busia Trade  
Logistics Cluster, Uganda  
(2019-2020)**

TMEA is supporting the Government of Uganda and Busia District Council to develop a Trade and Logistic Facility with supporting backwards and forward linkages into the grains and horticulture sectors in Uganda and Kenya in order to attract inward investment, boost exports and create jobs. The Trade and Logistics Facility is expected to promote the formalisation of cross border trade, increase safe food trade between Uganda and Kenya and benefit large numbers of women and youth working in the grains and horticulture value chains in Uganda.

We conducted a technical and commercial options analysis on behalf of TMEA in order to assess the market potential for developing a Trade and Logistics Hub in Busia. As part of the analysis, we undertook extensive value chain analysis to identify the most viable sectors; commissioned detailed architectural and engineering designs to inform the construction of the facility, undertook market sounding to determine investor interest and prepared a comprehensive business plan to guide a subsequent phase of investor attraction and deal structuring to be undertaken by TMEA. The assignment also included assessing intervention options to strengthen forward and backward linkages within the grains and horticulture value chains as part of a process of derisking the facility for prospective investors and unlocking the potential for regional economic development.

---

**African Development Bank  
(AfDB)/Intergovernmental  
Authority on Development  
(IGAD) II Preparation of IGAD  
Regional Infrastructure Master  
Plan (IRIMP), Djibouti, Ethiopia,  
Eritrea, Kenya, South Sudan,  
Sudan, Somalia and Uganda  
(2018-2019)**

IGAD aims to promote regional cooperation and integration among its eight member states (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan, and Uganda) to achieve peace, security and prosperity.

As a part of the project, we developed an integrated infrastructure master plan for Intergovernmental Authority on Development (IGAD) region covering four priority infrastructure sectors - Transport, Energy, ICT and Transboundary Water Resources. The master plan aimed to facilitate a coordinated approach to infrastructure investment in target growth corridors, attract investors, improve investment screening and prioritisation among IGAD member states leading to enhanced regional economic integration through increased trade, free movement of goods and persons, and poverty reduction.

---

**AgDevCo II Transformational  
Change Assessment, Sub-  
Saharan Africa (2018-2019)**

AgDevCo is a social impact investor that aims to build successful African agribusinesses through long-term debt and equity investments and technical support to deliver positive impact at scale. Investments range from small seed investments to venture investments to large growth investments up to \$10 million, in various sectors across the value chain such as input supply, primary production and value addition, processing, storage, distribution and trading, and financial intermediaries.

We revised and updated AgDevCo's transformational change framework as the basis for analysing the transformational impact of the investments in AgDevCo's portfolio. A number of case studies were also developed using network analysis in order to demonstrate how AgDevCo's financial support and technical assistance was creating economic spillover within local market systems and at community level.

**MasterCard Foundation II  
Monitoring and Evaluation  
Partner for the Fund for Rural  
Prosperity, Sub-Saharan Africa  
(2014-2021)**

The MasterCard Foundation Fund for Rural Prosperity (FRP) is a USD 50 million Challenge Fund which aims to help 1,000,000 rural people in sub-Saharan Africa to move out of poverty through improving their access to financial products & services.

We support FRP's Fund Manager in the monitoring and results measurement of the Fund. As monitoring and evaluation partner, we are responsible for the development of the overall theory of change and results framework, and has worked with FRP's partners to develop results measurement tools (e.g. results chains, beneficiary models, and KPIs) to measure the ongoing impact of their interventions. We are also conducting annual field visits to grantees to track their business performance and the impact on financial inclusion for the target beneficiaries, and is currently implementing eight rigorous impact studies looking at the project's impact on beneficiary resilience, satisfaction, income and indirect job creation.

---

**DFID II Development of DFID  
Somalia's Urbanisation  
Strategy and Options for Future  
Investment in Somalia's Cities  
(2019)**

Aimed to improve urban resilience in Somalia as its cities continue to grow, DFID proposed to develop an urbanisation strategy to identify strategic entry points for DFID's policy engagement and related programmatic investments.

We focused on two main activities: (i) a situational analysis on urbanisation in Somalia that provides a review of evidence base using an analytical framework drawing on urban resilience, systems-based concepts; and (ii) a high-level appraisal of targeted options for intervention and options to adapt pipeline programmes to apply an urbanisation lens.

---

**USAID II Market Impact  
Assessment of Feed the Future  
– Partnership for Innovation,  
Global (2020-2021)**

Feed the Future Partnering for Innovation (FTF-P4I) partners with the private sector to commercialise agricultural technologies and services to smallholder farmers and enhance food security in developing countries Partnering for Innovation has invested in over 60 companies in 24 countries over the past 8 years. This assignment aims to answer the question: "What has been the impact of Partnering for Innovations investment on the local market system?"

We are developing an analytical framework, conducting desktop and field-based qualitative and quantitative research, and compiling two case studies outlining the transformational impact of Partnering for Innovation's investments on market growth, inclusiveness and resilience – in particular in light of the COVID-19 pandemic.

---

**The Wood Foundation Africa  
II Impact Evaluation of the  
Sustainable Inclusive Livelihoods  
through Tea Production in  
Rwanda (SILTPR) Programme,  
Rwanda (2020-2024)**

The SILTPR programme is a partnership between the Government of Rwanda, two major tea companies (Unilever and Luxmi), The Wood Foundation Africa, Gatsby and DFID. The tea companies have committed to invest in the construction of tea factories, while TWFA and DFID help de-risk these investments, by supporting smallholder farmers to supply Rwanda's new tea processing plants on time and at the required quality standards.

We are working with the Wood Foundation Africa and its development partners, DFID Rwanda and Gatsby Africa to conduct a longitudinal impact assessment of SILTPR. The purpose of the theory-based evaluation is to define and explore income, livelihoods and job creation results, identifying what works, in what context, for whom, and why.

**Foreign and Commonwealth  
Office / UK Government II The  
Global Future Cities Prosperity  
Fund Programme, Philippines  
and Myanmar (2019-2022)**

The Global Future Cities Prosperity Fund Programme is a three-year £80.0 million programme. The programme supports inclusive and sustainable urban economic growth and increase global prosperity through targeted interventions on transportation, urban planning and urban resilience in ten countries worldwide (Brazil, Indonesia, Malaysia, Myanmar, Nigeria, Philippines, South Africa, Thailand, Turkey and Vietnam). We are supporting the programme in two cities in Philippines and one in Myanmar.

In the Philippines, we are providing assistance to the Bases Conversion Development Authority implementing the development of New Clark City (NCC) and improving governance in Cebu City. In NCC, assistance is being provided to implement three interventions: (i) setting up a sustainability unit for NCC; (ii) preparing a participative design for NCC Central Park and recommendations for citywide public open space; and (iii) developing a NCC housing strategy and livelihood recommendations and a pilot affordable housing project. In Cebu, three interventions are (i) development of the Cebu city strategy with focus on affordable housing; (ii) identification of a catalytic project that involves social development, particularly on education and technical skills; and (iii) institutionalisation of data-driven city mapping and planning activities.

In Myanmar, we are providing technical inputs (urban design and policy) to the Sustainable Public Space Revitalisation through Participatory Design in Yangon. This project focuses on the design and implementation of two pilot streetscape upgrading projects in Yangon's downtown area. The overarching objective is to demonstrate the scalability and replicability of community-based approaches to public space design, development and management as a means of promoting economic and social development and inclusion whilst improving the environmental management of Myanmar. We are leading the physical design inputs to the project and providing policy research and formulation to Yangon city to ensure the approaches piloted here are replicable and sustainable.

---

**CDC Plus/CDC Group II COVID  
Technical Assistance (Learning  
/ Impact Measurement and  
Management Partner Support)  
Africa/Asia (2020)**

Through the COVID Technical Assistance Facility, CDC Plus aims to support 50-100 CDC investees across Asia and Africa to respond to the global COVID-19 pandemic reaching an estimated minimum of 300,000 underserved people at this time of critical need. As a learning partner, we are providing on-going support for impact measurement and management (IMM) to ensure that CDC Plus adaptively monitors and manages the impact of their COVID TA projects.

We are supporting CDC group with:

- Validating and refining the proposed approach to IMM of COVID TA projects;
- Facilitating workshop(s) with the CDC Plus team on the COVID TA IMM approach (e.g. how to develop monitoring plans, select indicators and choose data collection methods/tools);
- Supporting with drafting/reviewing/finalising monitoring plans for each COVID TA project;
- Supporting with selecting/structuring case studies for projects and conducting case study data collection and in some cases support writing them up.