

MONITORING, EVALUATION, POLICY ANALYSIS AND LEARNING (MEPAL)

The most robust policies are underpinned and driven by strong and demonstrable evidence. The distinct yet related activities of Monitoring, Evaluation, Policy Analysis & Learning (MEPAL) offer a cross-cutting service to all our other areas of expertise. These are integrated into every stage of our work from design through implementation to lesson-learning at the end of a programme to ensure IPE Global delivers lasting results and maximises value for money (VfM).

IPE Global designs and implements flexible, participatory MEPAL approaches and provide solutions which inform future programming, policies and strategies. With gender and inclusion being a key component of our work, its approaches are focused on continual improvement and learning within organisations, development sectors and programmes. IPE Global aims at long-term goals to improve existing and future management of output, outcomes and impact. Drawing from its experience in delivering evidence-based evaluations of development programmes, IPE Global ensures tools, frameworks and indicators used for MEPAL are rooted in international best practices. IPE Global practices continuous assessment of programmes on the basis of comprehensive information, monitoring the progress of ongoing activities. Through its interventions, IPE Global contribute towards improved performance and accountability and demonstrate the value of client investment so that value for money can be optimised. The breadth of its in-house expertise, coupled with our practical experience in many of the key sectors lies at the heart of our MEPAL reputation and service.



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FOCUS AREAS

Design and Implementation of Monitoring, Evaluation & Learning Systems and Frameworks

Design and Implementation of Robust Impact and Performance Evaluations

Multi-year Project Analysis and Longitudinal Studies

Developing Quantitative and Qualitative Indicators for Measuring Change

Evaluation of Programme, Project and Policy Impact

Providing Evidence to Inform Learning

Theory of Change & Logical Frameworks

- Cross-cutting Sectors
- Complex Evaluations

- Adaptive Programme Management
- Performance and Impact Evaluation

- Accountability
- Learning and Evidence

PROJECTS

DFID II Evaluation Manager- Strategic Partnerships in Higher Education Innovation and Reform (SPHEIR) (2017-2022)

SPHEIR is DFID’s flagship intervention in higher education, supporting ambitious and high-value partnerships between institutions, NGOs and private sector organisations to transform the quality, relevance, inclusiveness and value of Higher Education (HE) in 11 countries of Africa, the Middle East and Asia.

As the evaluation manager, IPE Global is reviewing SPHEIR in order to get a better understanding of what design aspects make HE interventions successful and to improve the knowledge on the long-term impacts of HE strengthening. This includes three principal strands: (i) conducting a formative evaluation; (ii) conducting two summative evaluations: one mid-term evaluation and one final theory based impact evaluation; and (iii) linking primary and secondary research projects, including carrying out two Rapid Evidence Assessments or similar rigorous literature reviews.

DFID II Monitoring and Learning Agent for the International Action against Corruption Programme (I-ACT), Global (2019-2021)

I-ACT is a multi-component programme aimed at reducing incentives for corruption. IPE Global is providing a monitoring and adaptive learning function to support programme delivery, delivering the following core tasks: Monitoring and systematically reporting programme outputs and outcomes; Gathering evidence to support programme reporting (including Annual Reviews); Informing on-going operational decisions about programme delivery; and Identifying synergies and innovative approaches to anti-corruption and transparency (FAST) programmes.

GSMA II Lessons from the M4H Innovation Fund (Round 1) – Systematic Review and Analysis, UK (2020-2021)

The GSMA represents the interests of mobile operators worldwide, uniting nearly 800 operators with more than 300 companies in the broader mobile ecosystem. The GSMA managed Mobile for Humanitarian (M4H) Innovation Fund is an FCDO funded programme that works to accelerate the delivery and impact of digital humanitarian assistance. It provides grant funding, mentoring and technical support to help to test or scale innovative ideas, which support responses to complex emergencies and forced displacement.

Triple Line is conducting a systematic review and analysis of available documentation from the five Round 1 grants of the M4H Innovation Fund to identify key lessons related to the provision of mobile enable products and services for people affected by humanitarian crises. The lessons will be recorded in a Lessons Log, which GSMA and its grantees can continue to use beyond the assignment.

Swedish Society for Nature Conservation (SSNC) II Impact/ Results evaluation of the global programme of Swedish Society for Nature Conservation, Global (2020-2021)

The evaluation aims to contribute to and provide lessons for the SSNC and its partners to develop a better programme in the future. To this end, the focus will be on long term and short-term result achievements to assess whether the right strategies and analysis have been employed. SSNC’s six thematic sub programmes namely Agriculture, Chemicals, Climate, Marine issues, Sustainable Consumption and Tropical Forests have distinct technical niche and challenges.

Triple Line is engaged in the evaluation with the goal to shed light into factors influencing choices of programmatic themes and performance of the Swedish Society for Nature Conservation (SSNC) and its partners. Within this evaluation the scope of the assessment targets a few pre-identified cases or results SSNC has contributed to, and analyse what the keys to success are and what the SSNC could have done differently.



USAID II Meta-evaluation of USAID Grand Challenges for Development (2019-2021)

USAID defines Grand Challenges as multi-year partnership platforms, requiring a minimum investment of \$15 million for USAID and its partners, and focusing global attention and resources on specific, well defined international development problems and promote innovative approaches, processes, and solutions to solving them. This is achieved by sourcing new solutions, testing new ideas, and scaling what works.

IPE Global is undertaking a meta-evaluation of 10 Grand Challenges implemented since 2011, to systematically reflect on experience and generate an actionable evidence base to support future programming. The assignment includes the development of practical strategies and frameworks to measure the impact and results of Grand Challenges; assessing the feasibility of measuring the cost-effectiveness of Grand Challenge approach and comparing to alternatives; and identifying the most effective ways of supporting the scaling of innovations.

Standard Chartered Bank II Results Monitoring Team for Futuremakers (2020-2021)

'Futuremakers by Standard Chartered' is a new global initiative launched as part of SCB's Global Community Programmes strategy. Futuremakers tackles the issue of inequality and seeks to promote greater economic inclusion. It focuses on supporting disadvantaged young people from low-income households, particularly girls and people with visual impairments and it takes a holistic approach to promote greater economic inclusion by supporting beneficiaries at different stages in their lives, from the life skills they learn at school, to the skills they need to apply for a first job or to set up a business.

IPE Global is supporting the development of a monitoring and evaluation framework for programme as well as the tools and systems required for its implementation. This includes the preparation of written guidelines; the facilitation of workshops to strengthen monitoring and evaluation capacities, and the design and roll out of a basic management information system.

Samhita Foundation & USAID II REVIVE-Impact Evaluation, Pan India (2021-2022)

REVIVE aims to address the livelihood crisis perpetrated by Covid-19. It aims to provide a no-interest returnable grant (RG) to the Bottom of the pyramid population, focusing on women whose lives and livelihood was affected due to pandemics – with loss of job and income. The loan's primary recipients will be women entrepreneurs, self-employed persons, farmers, and kiosk owners.

IPE Global will be conducting the Impact Evaluation for REVIVE driven by a theory-based approach taking into account the Theory of Change (ToC) using a Quasi-Experimental Matching Technique. The evaluation will also:

- Incorporate gender perspectives as a cross-cutting criterion. Specifically, we are capturing all questions that interrogate the dynamics of gender exclusion at the micro-level (i.e. for end clients of RG services), the cohort level or meso level power structures (e.g. representation of women within the cohort), and finally at the level of network partner (whether network partner promotes women economic and social empowerment),
- Assess the of the impact of RG on end recipients in terms of the revival of their incomes and livelihood. In addition to attribution analysis, the program's cost-efficiency and cost-effectiveness analysis will be undertaken.

Bill & Melinda Gates Foundation II South Asian Policy Leadership for Improved Nutrition & Growth (SAPLING) | Assessment, Landscaping & Institutional Analysis | Bangladesh, Bhutan, India, Nepal & Sri Lanka (2021)

The **South Asian Policy Leadership for Improved Nutrition and Growth (SAPLING)** was launched in Bangladesh to raise awareness on healthy, affordable and accessible diets all across South Asia. The platform strives to foster regional collaborations to bring greater visibility to food system issues and to influence policy actions. SAPLING's primary goal is to enable adoption of a '**food systems approach**' to solving all forms of malnutrition in South Asia.

IPE Global has been selected by BMGF to carry out a Landscaping Analysis of food systems issues in South Asia to scope the key areas of intervention for SAPLING going forward. We are also conducting an assessment of the current SAPLING programme, a landscaping of the current South Asian Food System with a focus on policy aspects. This will be followed by the development of a strategy and action plan for the next 3-5 years for the future SAPLING Programme and an Institutional Analysis for the identification of the anchor institute for the SAPLING secretariat (along with a SWOT analysis).

UNICEF II Evaluation of Sustaining the SBM-G achievements and UNICEF's contribution: Status of ODF-S and ODF+ interventions in ten States in India (2020-2021)

The overarching objective of the assignment is to conduct a formative evaluation of sustaining the Swachh Bharat Mission-Gramin achievements and the implementation of Open Defecation Free (ODF)-S and ODF+ interventions in selected districts. The evaluation will particularly look at UNICEF contribution. The findings of the evaluation will generate learnings that will help UNICEF adjust its programming and prioritize its efforts in strengthening ODF sustainability and ODF+ support.

IPE Global is undertaking the evaluation to provide UNICEF and its counterparts, national and state governments, as well as district decision-makers, with the important evidence of what to focus on next. The specific objectives of the project are:

- To evaluate the relevance, efficiency, effectiveness, and sustainability of UNICEF technical assistance to the SBM,
- To identify and document best practices of UNICEF's efficient technical support towards ODF sustainability and ODF-Plus objectives.

UNICEF II Real Time Evaluation of UNICEF's Response to the COVID-19 Crisis in India (2020-2021)

UNICEF India has commissioned a Real Time Evaluation (RTE) to assess and improve the relevance, coverage, effectiveness, and efficiency of its COVID-19 crisis response in 5 Indian states, by providing immediate feedback and recommendations for improvement across UNICEF's six pillars in India. The RTE will be guided by the OECD - DAC evaluation criteria of relevance, efficiency, and effectiveness while considering equity and gender as a cross-cutting theme at every step of the evaluation.

As an RTE, IPE Global is engaged to achieve the following objectives:

- Provide monthly feedback to the UNICEF India Crisis Management Team (CrMT) on the relevance, coverage, efficiency, and effectiveness of its COVID-19 response;
- Identify challenges and bottlenecks in service delivery and provide recommendations for improvement;
- Involve partners, stakeholders, and beneficiaries in shaping UNICEF's crisis response to ensure it is more participatory and responsive to needs on the ground;
- Act as a real time lessons learning exercise that adjusts and improves planning and performance;
- Identify and fill gaps in UNICEF India's ongoing evidence gathering efforts;
- Collect data for use in future evaluation/s of UNICEF's response.

CDP II Final Evaluation of CDP's Forest Policy Workstream under Norway's International Climate and Forests Initiative (NICFI), South East Asia (2020-2021)

CDP is a global non-profit that focuses investors, companies, cities, and governments to disclose and act on their environmental impacts. The work of the organization is structured around three thematic pillars, which are climate change, water security, and forests, and four stakeholder teams that work to achieve thematic objectives. CDP's Final Evaluation of Forest Policy exclusively focuses on the performance of the projects in increasing transparency through disclosure and actions to transition to sustainable business practices planned or taken by companies, and financial institutions.

Triple Line is engaged in the evaluation to attain the following objectives:

- Evaluate the extent to which projects have resulted in the targeted behavioural change of key actors, including corporate buyers, suppliers, and finance organizations, towards a transition to zero deforestation practices,
- Identify and assess the drivers and obstacles to behavioural change,
- Provide recommendations for the implementing team and more generally the organization to generate learning and help strengthen the effectiveness of future projects using similar approaches (e.g. supply chain approach) in the same or other target geographies.

Global Alliance for Improved Nutrition (GAIN) & Harvest Plus II Implementation Research for Improving the Delivery and Scale-Up of Biofortified Foods in India (2021-2022)

The Commercialisation of Biofortified Crops Programme under the GAIN-Harvest Plus partnership is working with commercial value chain actors - seed producers, farmers, aggregators, and processors - to catalyse commercial markets for biofortified seeds, grains and food products (for Iron Pearl Millet and Zinc Wheat) in six states of India to address malnutrition.

As the implementation research partner, IPE Global is developing the Programme Impact Pathway (PIP), results framework and the key performance indicators for the programme partners. Guided by the Implementation Science in Nutrition (ISN) framework & mixed-methods data collection & analysis. IPE Global is also helping GAIN & Harvest Plus to capture critical programmatic lessons & providing feedback on the implementation process at periodic intervals. A Pre-Post Cross Section Research design has been constructed to measure the outcomes and impact.

DFID II Evaluating the Impact of CDC's Financial Institutions Portfolio (2019-2022)

CDC is DFID's principal mechanism for leveraging private sector investment in poor countries. It plays an important role in DFID's overall approach to economic development. With a reputation for high quality due diligence, which attracts other Development Financial Institutions (DFIs) and commercial capital, CDC invests in businesses across Africa and South Asia (with a focus on the more difficult geographies in those areas) with the potential to create jobs and lead to economic growth. Priority sectors for CDC investment include infrastructure, financial institutions, agribusiness, manufacturing, construction, health and education.

IPE Global is conducting an evaluation assessment of the impact of investments to reflect on the portfolio successes and challenges, to understand better how and in what context, CDC investments deliver sustainable development impact on overall economies is. The assessment will reflect on the portfolio successes and challenges, explore the nature of the impact experienced as a result of such investments, inform course alignment and correction, and share lessons for future iterations, partnerships and collaboration.

GIZ II Impact Evaluation of the "Economic Empowerment Women Entrepreneurs" in India (2019-2022)

The project is aimed at improving the framework conditions for women entrepreneurs to encourage more women to turn into entrepreneurs and thereby increase the share of women entrepreneurs in the country.

IPE Global's study is focused on conducting a third-party evaluation of the incubation and acceleration support programmes to conclude an impartial and in-depth assessment of the impact; participatory evaluation approach to assess the support programme effectiveness and its short-and medium-term impact on the women entrepreneurs and their businesses; deducing recommendations on adapting the support programmes for future cohorts and inferring policy-relevant conclusions with the partner ministry and other governmental stakeholders.

GAIN II Mid-Term Portfolio Evaluation of GAIN's Government of Netherland's funded Improving Access to Safe, Healthy and Affordable Nutrition and Promoting its Consumption among the Most Vulnerable Populations, Multi-country global Evaluation (2020)

GAIN's Dutch funded portfolio consists of 9 work streams in 11 countries which aim to improve diets for vulnerable populations, enhance private sector actions to improve access to nutritious foods and tackle malnutrition and to improve the overall enabling environment for public-private partnerships.

IPE Global conducted the overall portfolio evaluation. This was a utility focused, theory based formative evaluation where assessed the extent to which GAIN is on track to accomplish its targets, and identify where adjustments may be required, and surface options to accelerate progress and improve potential for impact. We also conducted deep dives into (i) Large-Scale Food Fortification in India (ii) Urban Governance for Nutrition in Indonesia and Tanzania (iii) GAIN Dutch Engagement Strategy and work with the Workforce Nutrition Alliance and Business Constituency Group (iv) GAIN's research and evaluation investment portfolio. The assignment included a desk review, secondary literature review, interviews with many stakeholders across private sector, governments, donors, NGOs, civil society organisations, and academic researchers. The evaluation was based on the OECD-DAC Evaluation Criteria and provided findings and recommendations to improve future strategies and opportunities for GAIN.

DFID II EATT: Monitoring and evaluation of Ethiopia's tax transformation program (2019-2024)

Under Ethiopia Tax Systems Transformation Programme (TSTP), DFID and Government of Ethiopia (GoE) established a Tax Transformation Office (TTO) in the Ethiopian Customs and Revenue Authority (ERCA). This unit is designed to drive the institutional transformation of ERCA and implement tax policy reforms aimed at responsible and equitable increase of tax revenues in Ethiopia. The underlying objective of the programme is transforming Ethiopia's tax system so that the GoE can fund more services for its population from its own revenues and become less dependent on aid, thereby harnessing the potential of the country's booming economic growth.

IPE Global is assessing the performance of TSTP to assess progress against various output pillars and provide technical inputs and recommendations. IPE Global has assisted FCDO and GoE is revising the logframe, results indicators, KPIs, and annual progress review. We have also conducted program assessment based on TADAT methodology to assess the tax administration reforms and capacity building. The assessment focusses on economic benefit analysis and distributional impacts of tax reforms in Ethiopia including, welfare gains through potential effects on GDP and employment.

The World Bank II Engagement of Independent Verification Agency (IVA) to conduct National Annual Rural Sanitation Survey (NARSS), India (2017-2020)

The Government of India undertook a loan from the World Bank (World Bank Support Operation to Swachh Bharat Mission) to put in place an incentive mechanism for the states. Both outputs and outcomes with clear indicators have been defined and are to be monitored as part of Swachh Bharat Mission (SBM-G) under the project.

IPE Global had to verify the progress of states and Union Territories (UTs) on key rural sanitation performance indicators under SBM(G) in each survey that covers around 100,000 households across the country. Under this project we designed the sampling plan, designed data collection instruments, translation, pre-testing data collection and analysis and drafting of the reports.

DFID II Provision of Core Monitoring and Evaluation Services to DFID through SEQAS (2012-2015) and EQuALS (2016-2020)

DFID identified the need to increase the quality of its decentralised evaluations in order to contribute more to this aim. In view of the same, DFID established an external technical service, providing independent technical support and quality assurance for evaluations - Specialist Evaluation and Quality Assurance Service (SEQAS) (2012-2015) and Evaluation Quality Assurance and Learning Service (EQuALS) (2016-2020).

IPE Global provided the following:

- Core monitoring and evaluation services to support improvement in the effectiveness and efficiency of DFID programme performance.
- Helping DFID staff to make strategic choices from the range of appropriate methods, approaches and designs for monitoring reviews and evaluations.
- Providing quality assurance services for monitoring and evaluation design (including theories of change), implementation and delivery.

Swedish International Development Cooperation Agency (Sida) II Call down Services for Gender Mainstreaming (2018-2020)

With an aim to achieve more in the thematic areas of gender equality, democracy and human rights than envisaged for global attainment in the United Nations (UN) 2030 Sustainable Development Agenda, the Government of Sweden adopted a new policy framework in December 2016, outlining the direction of Swedish development cooperation and humanitarian assistance. In addition to the other perspectives, Sida is integrating a gender equality perspective throughout all of Sweden's development cooperation to achieve equitable and sustainable global development.

IPE Global is:

- Providing call down services to Sida across a wide spectrum of programmatic areas, including gender mainstreaming, gender responsive planning, gender budgeting, etc.
- Conducting a meta-evaluation of 10 Sida challenge funds worth US \$112 million, supporting more than 1,200 projects to learn lessons about what works for whom, under what circumstances and how.

DFID II Independent Monitoring and Process Evaluation Regional Framework Agreement (IMPERFA), Process Evaluation - Lot 2 (East Africa), Lot 4 (South Asia), Lot 5 (Middle East and North Africa) and Lot 6 (Multiple and Other Regions and UK) (2019-2021)

DFID's Independent Monitoring and Process Evaluation Regional Framework Agreement (IMPERFA) covers requirements for independent monitoring and process evaluation in a range of themes, including but not limited to – human development (e.g. education, health, water supply, social protection and sanitation); humanitarian assistance; economic development (e.g. infrastructure, social services, production); governance and security (e.g. public sector reform, anti-corruption); climate change.

To maintain oversight and support lesson learning across programme implementation, DFID awarded a framework contract to IPE Global and its consortium to:

- Procure high quality and internationally recognised knowledge and skills
- Design and undertake process evaluations across the organisation's policy areas and programmes in a range of geographical locations in East Africa, South Asia, Middle East and North Africa, and Multiple & other regions and UK.