



# **GRANT & FUND MANAGEMENT**

*Reducing Poverty through Grant & Challenge Funds*



## **Challenge Funds, Grant Funds and Managed Funds**

are used increasingly by international development agencies and other partners to mitigate market risks while spurring innovation to fight poverty and environmental degradation.

We provide a comprehensive range of Grant and Challenge Fund management services that support both social & business-oriented enterprise Challenge Funds. This includes fund design, calls for proposals, appraisal and selection of candidates, performance and risk management, financial management, procurement, and capacity strengthening, monitoring and evaluation and learning. Having worked on various funding schemes across sectors including governance, poverty reduction, health, and private sector development, we recognise the importance of carefully tailoring the design of Challenge Funds to meet donors' development objectives. We believe in establishing open and supportive relationships with our partners and creating a productive balance between compliance, risk management, and constructive support. Our clients include donors and development agencies such as FCDO, USAID, IFAD, Sida, DANIDA, DFAT and AGRA as well as foundations such as MasterCard and Standard Chartered.



## Our client portfolio is diverse

### International Funding Organisations

Multilateral Agencies: SIDA, FCDO, USAID

Foundations: Standard Chartered Bank Foundation, Mastercard Foundation, Porticus

### International Non Governmental Organisation

ELHRA

### Global Trade Association/Membership Organisation

GSMA

## Thematic Areas



Fund Design



Appraisal & Selection



Performance & Risk Management



Monitoring & Results Measurement



Capacity Strengthening



Gender Mainstreaming & Analysis



Financial Management



Evaluation & Learning



Procurement

## Frontier Technologies Livestreaming ongoing support, London (2024-2025)

Triple Line recently undertook an evaluation of FCDO's Frontier Technology Livestreaming programme, a component of the broader I2I programme implemented by the FT Hub. The programme is nearing its end and the business case for its next phase FT3, is being prepared. The evaluation report produced by Triple Line made fourteen strategic, operational and organisational recommendations arising from the evaluation findings, to feed into the design and management of the next phase of the programme and has been discussed and used already by FT Hub and FCDO.

As agreed by FCDO, the FT Hub (DT Global) engaged Triple Line for a follow on assignment, the Frontiers Livestreaming ongoing support project, to reflect on the findings and recommendations in the final report. This will enable FCDO and the consortium partners to consider implications for the future direction of the programme and begin implementation planning to put agreed recommendations into practice.

### Multi-donor funded

## Creating Hope in Conflict (CHIC), Developmental Evaluation | Canada (2021-2023)

A Humanitarian Grand Challenge aims to support groundbreaking solutions to help communities create more nimble and dynamic responses to complex emergencies and take steps to create better lives for themselves. The fund seeks to engage with the private sector and draw directly from the experiences of affected communities. It is a partnership between the U.S. Agency for International Development (USAID), the U.K. Foreign, Commonwealth & Development Office (FCDO), the Ministry of Foreign Affairs of the Netherlands, and Global Affairs Canada, with support from Grand Challenges Canada.

Triple Line was contracted to conduct a developmental evaluation to support adaptiveness, focused on improving and optimising the CHIC platform and validating results achieved. This included a rapid process review to assess how and how well CHIC fund management processes supported the successful delivery of the programme, Value for Money and Outcomes Case Studies to capture outcomes delivered by the programme and assess the cost-effectiveness of the programme in delivering those outcomes, and a summative evaluation aimed at providing accountability to humanitarian stakeholders and capturing lessons learned to inform CHIC's strategic direction.

### GSMA

## Mobile for Humanitarian Innovation (M4H) Phase 2, MEL Partner (2022-2027)

GSMA's Mobile for Humanitarian Innovation (M4H) programme seeks to catalyze partnerships between mobile service operators and the humanitarian sector, develop innovative digital solutions to support crisis response and build resilience against humanitarian challenges through its Innovation Fund. In 2022, the programme began its second phase with Triple Line as the MEL Partner.

As MEL partner, Triple Line delivers bespoke MEL support to the four M4H workstreams, the M4H IF shortlisted applicants and grantees and M4H strategic partners, and provides overarching MEL support to the M4H programme. The scope of the MEL partnership aims to capture the programme's achievements and promote learning.



## Mastercard Foundation

### Fund for Rural Prosperity 2.0, Monitoring, Evaluation and Learning | Kenya (2023-2030)

The Mastercard Foundation Fund for Resilience and Prosperity (FRP) is a seven-year, US\$ 126 million fund that aims to support 90 medium to large enterprises across the agriculture, climate adaptation, health and digital economy sectors in 20 countries in Sub-Saharan Africa. The main objective is to unlock enterprise growth and catalyze, scale up and sustain the creation of dignified and fulfilling work opportunities for 250,000 young women and men, young people with disabilities and refugee youth.

Triple Line's role is to design and facilitate the implementation of the overall Monitoring Evaluation and Learning (MEL), also known as the Evidence and Learning system of the FRP. This includes the indicators, the measurement, and the reporting framework for the programme and partner levels. Additionally, Triple Line is leading the design and implementation of the learning agenda for the FRP, including facilitating an adaptive management approach – the Learning and Adaptive Management Plan (LAMP) that encourages co-creation, implementation, learning and adaptation – together with the programme implementation team.

## DFID

### Strategic Partnerships in Higher Education Innovation and Reform (SPHEIR) (2017-2022)

SPHEIR is DFID's flagship intervention in higher education, providing grant-funding support for ambitious and high-value partnerships between higher education (HE) institutions, NGOs and private sector organisations to transform the quality, relevance, inclusiveness and value of HE in 11 countries of Africa, the Middle East and Asia (Myanmar).

As the evaluation manager, we helped to establish a better understanding of what design aspects make HE interventions successful and contributing to the body of knowledge on the longer-term impacts of HE strengthening. The approach comprised three principal strands; (i) conducting formative evaluation covering all stages of the fund management cycle; (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.



**USAID****Meta-evaluation of USAID-supported Global Challenge Funds (2020-2021)**

USAID defines Grand Challenges as multi-year partnership platforms, requiring a minimum investment of \$15 million for USAID and its partners. The Challenges draw global attention and resources on specific, well-defined international development problems and promote innovative approaches, processes, and solutions to solve them.

We undertook 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 included 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 the Grand Challenge approach and comparing to alternatives; and identifying the most effective ways of supporting the scaling of innovations.

- ✓ Three funds supporting improvements in the efficiency of agricultural production processes provided benefits to over 7 million farmers in 28 countries and provided 1.2 million households with access to clean, off-grid energy.
- ✓ Two funds focused on the specific health challenges of Zika and Ebola surfaced new, leading technologies for improved public health, some of which were later applied in the management of COVID-19, while another focused on peri-natal health reached 3m mothers and babies, improved 155,000 lives and saved over 11,500.
- ✓ 2.2 million people in conflict affected regions gained access to improved humanitarian services; and 600,000 marginalised children benefitted from access to improved educational resources.

**Swedish International Development Cooperation Agency (Sida)****Evaluation of Sida's Global Challenge Funds (2017-2018)**

Sida engaged IPE Triple Line to conduct a meta-evaluation of 10 Global Challenge Funds in the Sida portfolio, using a utilisation-focused approach. The underlying principle was to learn from the experience of implementing a portfolio of Global Challenge Funds and to test Sida's rationale and fundamental assumptions for the use of Challenge Funds in development cooperation.

During the course of the evaluation, individual funds were assessed against a number of design and performance criteria to extract learning and identify examples of good practice from within the portfolio. The evaluation broadened the evidence base informing decisions on when, and in which contexts Challenge Funds are appropriate and how they should be managed. This ensured the evaluation served not only the practical information needs of Sida, its donor partners and Fund Managers, but also, the broader development of community with an interest in Challenge Funds. These guidelines influenced the design and implementation of a range of Sida-supported Challenge Fund programmes encompassing >\$100mn worth of expenditure.



## Porticus

### Building Future Generations, Learning Partner | Multi-country - Bangladesh, Brazil, Colombia, Haiti, India, Jordan, Kenya, Lebanon, Peru, Uganda (2023-2027)

Triple Line is the lead organisation as the Learning Partner for Porticus' Building Future Generations (BFG) programme, leading a consortium of partners including Oxford MeasurEd, OPERA, Equilibrium, Mindset, and IPE Global. The overarching aim of the Learning Partner is to facilitate learning for and between Porticus' two BFG global challenge programmes: Children in Displacement (CiD) and Children on the Margins (CoM). Porticus' work in the BFG sector is underpinned by a commitment to whole-child development, which seeks to change education systems. The strategy will be implemented in up to ten countries worldwide by implementing two new multi-country, inter-regional challenge programmes.

The consortium of Learning Partners, led by Triple Line, works with Porticus staff and grantee partners throughout the two programmes as an embedded critical friend in the implementation and evidence-based learning of the two BFG Challenge Programmes. This includes leading co-design workshops across up to ten countries to support the development of country strategy documents, designing and implementing a Global MEL framework, providing MEL support to up to 60 grantee partners, and delivering formative and summative evaluation activities.

## DFID

### UK Aid Match: Application Screening and Selection, Multi-country (2016-2017)

DFID's UK Aid Match programme was designed to support civil society projects contributing to the achievement of the Global Goals for Sustainable Development and to engage the UK public with international development issues. DFID matches funds raised through public appeals thereby enabling the public to have a say in how a portion of the international development budget is spent.

We worked with DFID's Inclusive Societies Department in the management of the fund, providing support in the appraisal of concept notes and proposals and project selection.

## Standard Chartered Bank (SCB)

### Results Monitoring Services for Futuremakers Programme (2019-2021)

'Futuremakers by Standard Chartered' is a 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. It takes a holistic approach to promoting greater economic inclusion by supporting beneficiaries at different stages in their lives, from the basic life skills they learn at school, to the skills they need to apply for a first job or to set up a business.

We have supported the development of a monitoring and evaluation framework for the programme and the tools and systems required for its implementation. This included preparation of written guidelines; facilitation of workshops to strengthen monitoring and evaluation capacities, and design and roll out of a basic management information system.

- **Reached 735,000+ girls** and young women with educational programmes to support their economic empowerment.
- Focused on youth employability by supporting **87,000 young people to become job-ready**.
- **Reached more than 849,000 young people** with focus on youth entrepreneurship, across 43 countries.

## Swedish International Development Cooperation Agency (Sida)

### Challenge Fund Guidelines (2020-2021)

Sida uses Challenge Funds to finance entrepreneurs and innovators focused on economic, environmental, and social sustainability. These funds allow Sida to support civil society and private sector initiatives in developing innovative solutions to development challenges, with nearly 60% of its funding allocated through global challenge funds.

Triple Line worked with Sida to update its Challenge Fund guidelines. The first step involved mapping Sida's global, regional, and bilateral contributions to identify relevant Challenge Funds and programs. We then facilitated a co-creation process to revise the guidelines, incorporating Sida's recent experiences and insights from evaluations. The final stage included two launch events—one for Sida staff and another for a broader audience, including donors, impact investors, fund managers, and entrepreneurs.

## ELRHA

### The Humanitarian Innovation Fund External Evaluation (2016-2017)

The Humanitarian Innovation Fund (HIF), launched in 2011, was one of the first funds for humanitarian action specifically designed to enable innovative ideas to be developed and tested. Grant Fund was structured around a five-stage innovation model (recognition > invention > development > implementation > diffusion).

We conducted an independent evaluation of HIF. The evaluation examined HIF's performance in identifying and supporting innovation since its launch. This included learning, dissemination and communication activities; external and internal factors which had supported its performance. The evaluation provided accountability to stakeholders and supported learning on how the HIF's processes contributed to strategic development.



**DFID****Fund Manager for the Global Poverty Action Fund (GPAF) (2010-2016)**

The Global Poverty Action Fund aimed to bring about tangible changes to the lives of poor people and address off-track Millennium Development Goals (MDGs). The Fund supported both UK and overseas-based civil society initiatives in accountability, capacity strengthening, service delivery, and innovation. Projects were selected on their ability to demonstrate real and positive changes to the lives of poor people (men and women).

We worked closely with DFID to manage the evolution of this £141 million fund, which supported 182 projects over five years. Our services included the development of the programmatic framework, development of grantee selection and approval mechanisms, financial management, risk management, quality assurance, monitoring, evaluation and learning, strengthening the capacity of civil society organisations in results measurement, financial management and programming for gender equality and social inclusion.

**Multi-Donor****Africa Enterprise Challenge Fund-Monitoring and Results Measurement Partner (2008-2017)**

The AECF uses the Challenge Fund model to stimulate private sector entrepreneurs to innovate and find profitable ways of improving access to markets, especially for the poor in rural areas.

We worked in partnership with the Fund Manager, KPMG, to establish monitoring and evaluation frameworks to measure and validate results including quantitative and qualitative analysis of the impacts on men, women, girls and boys in rural poor households. We conducted a comprehensive gender review of the AECF and provided guidance for gender mainstreaming.



**DFID****Amplify Evaluation (Human-Centred Design) (2017-2018)**

Amplify was a six-year accountable grant partnership between DFID and IDEO.org, a not-for-profit organisation specialising in human-centred design. Amplify's core goal was to test new and innovative funding mechanisms to support innovations, making small initial investments, providing design support to help organisations to test and iterate on new ideas, and identify replicable, effective solutions that respond directly to human needs.

We conducted an independent evaluation of Amplify programme. The evaluation used a wide range of evidence sources, including an innovative case study approach, leading to both strategic and programmatic conclusions and recommendations. This enabled DFID and its development partners to better understand the benefits and value for money of more flexible and agile, design-centred approaches to programme development. The evaluation also assessed and identified the components of the Amplify programme that have the potential to achieve better and more relevant solutions, delivering greater depth and breadth of impact for people living in poverty.

**DFID****Fund Manager for the Civil Society Challenge Fund (CSCF) (2005-2015)**

The Civil Society Challenge Fund (CSCF) was one of DFID's longest running challenge funds. It was created in 2000 and completed in 2015 supporting projects for a maximum of five years with contributions of up to £500,000. Over the period of 15 years, 526 projects were funded, worth an approximate total of £141.5 million. The fund aimed to support the work of UK-based CSOs in their efforts to strengthen and build the capacity of Southern CSOs and partners through a 'rights-based' approach to development with an emphasis on empowerment and accountability. The CSCF aimed to change policies and improve practices so that marginalised groups could access their rights and services.

Triple Line was contracted to be the Fund Manager for the fund, overseeing and managing two application rounds. By 2013, the fund value managed by the Fund Manager was over £51 million with more than 170 projects implemented by UK-based CSOs, in partnership with approximately 300 formal and informal organisations in more than 66 countries in Africa, Asia, the Americas and the Middle East. As Fund Manager, Triple Line was responsible for financial management, programme management, transparency and accountability, and monitoring evaluation and learning at both project and fund levels.





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HER SPACE PROGRAMME  
SAKANTAA KODDO ISHEE

Founded in 1998, IPE Global is one of the largest South-Asia based development & social sector advisory organisations working across Asia, Africa, and Europe. Headquartered in New Delhi, India with 5 international offices in Ethiopia, Germany, Kenya, Philippines, and United Kingdom, IPE Global has successfully undertaken over 1200 assignments with bilateral & multilateral agencies, governments, and private sector in over 120 countries for partners like USAID, FCDO, World Bank, ADB, JICA, WHO, NITI Aayog, UN agencies, EU etc. and impacted 600 million+ lives globally. The Group offers a range of integrated, innovative, and high-quality consulting services across several sectors and practices like Health, Nutrition, Education & Skills Development, Climate, Urban, Tourism, Social & Economic Empowerment, and Monitoring & Evaluation among others.



### Office Locations

**National:** Bihar | Himachal Pradesh | Jammu and Kashmir | Karnataka | Kerala | Madhya Pradesh | Meghalaya | Mizoram | Nagaland | Odisha | Rajasthan | Sikkim | Tamil Nadu | Tripura | Uttar Pradesh

**International:** Addis Ababa, Ethiopia | Hamburg, Germany | London, United Kingdom | Manila, Philippines | Nairobi, Kenya

### CONTACT US

IPE Global House, B-84, Defence Colony, New Delhi - 110024



+91 11 4075 5900



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



[gfm@ipeglobal.com](mailto:gfm@ipeglobal.com) | [ipe@ipeglobal.com](mailto:ipe@ipeglobal.com)