



**MONITORING, EVALUATION**  
**POLICY ANALYSIS & LEARNING**

*Improving programme, performance, and accountability  
through participatory approaches*



**Robust policies and programmes** are data-backed and driven by strong and demonstrable evidence. Monitoring, Evaluation, Policy Analysis and Learning (MEPAL) is an established practice at IPE Global that offers cross-cutting services across various thematic areas such as health, nutrition, and WASH; education and skills; agriculture, livelihoods and market systems, food systems, climate change, gender and social inclusion and urban and rural development.

We work closely with our partners to design and implement flexible, participatory, and inclusive approaches and provide solutions to inform and improve the future delivery, design, programming and policies. With gender and inclusion being a key component of our work, we ensure that our frameworks and tools are rooted in best evaluative practices. We have an established track record in conducting complex and large-scale monitoring and evaluation assignments and are at the forefront of thinking in MEPAL for adaptation programme management and learning. Through our work, we help our partners improve performance, and accountability so that Value for Money (VfM) can be optimised. We have delivered more than 150 MEPAL assignments globally and have worked extensively with governments (national, sub-national and local), multilateral and bilateral aid organisations, philanthropies, corporate foundations, international/domestic non-governmental organisations (INGOs) and international research institutes. We also hold exclusive global and national long-term/empanelment agreements with prestigious organisations such as the Niti Aayog, Government of India, FCDO, UNDP, and UNCDF.

## Thematic Focus



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



Theory of Change & Logical Frameworks



Providing Evidence to Inform Learning

## MAKING A DIFFERENCE WITH OUR WORK

**Multi Donor****Mid-Term Evaluation of the Local Government Initiative on Climate Change (LoGIC) in Bangladesh**

LoGIC is a multi-donor collaborative initiative supported by the Government of Bangladesh, UNDP, UNCDF, the EU and the Embassy of Sweden. It aims to enhance the capacity of local governments and communities to engage in effective and inclusive local level planning and financing climate adaptive solutions to reduce poverty and climate-induced vulnerabilities through gender-sensitive approaches.

Applying a theory-based evaluation approach with mixed-methods, we evaluated LoGIC against the OECD-DAC evaluation criteria. The evaluation recommendations are being used for course-correction to better support 72 local government institutions in creating climate resilient infrastructure and around 35,000 climate distressed women, their households and communities through climate adaptive livelihoods in climate vulnerable Upazilas across seven districts. The evaluation has also provided learnings for scaling-up the initiative going forward.



## Bill & Melinda Gates Foundation

### South Asian Policy Leadership for Improved Nutrition & Growth (SAPLING) – Landscaping, Assessment & Institutional Analysis for Phase 1 & Design of Phase 2, India, Bangladesh, Bhutan, Nepal & Sri Lanka

The South Asian Policy Leadership for Improved Nutrition and Growth (SAPLING) is a multistakeholder regional policy advocacy platform that was launched to support and work closely with the South Asian countries on policy leadership areas to adopt a 'food systems approach to solve all forms of malnutrition'.

We performed a food systems landscaping analysis focused on South Asian diets, food, nutrition, and agricultural policies embedding the cross-cutting themes of gender, youth, and climate change. We drew from secondary agri-nutrition datasets and consultations with policymakers across the five countries. We also evaluated Phase 1 of the programme and prepared a new strategy and theory of change for SAPLING next phase. Having organised several learning sessions with governments, the private sector, development partners, philanthropies and research institutes across South Asia. Currently, we are assisting BMGF to design SAPLING's second phase, developing the programme governance structure, activity plans and monitoring and evaluation framework.



**World Bank**

## **Engagement of Independent Verification Agency (IVA) to conduct National Annual Rural Sanitation Survey (NARSS), India**

To accelerate the efforts to achieve universal sanitation coverage and to put focus on safe sanitation, National Annual Rural Sanitation Survey (NARSS) was conducted to support Government of India's initiative of 'Swachh Bharat Mission- Gramin'. In collaboration with the World Bank, NARSS aimed to achieve key sanitation outcomes, which were measured through four Disbursement Linked Indicators (DLIs):

DLI #1: Reduction in the prevalence of open defecation

DLI #2: Sustaining ODF status in villages

DLI #3: Increase in population with access to solid & liquid waste management

DLI #4: Operationalisation of Performance Incentive Grant (PIG) scheme by DDWS

Leading the consortium, we supported the Ministry of Drinking Water and Sanitation (now Ministry of Jal Shakti) in conducting three rounds of NARSS between 2017 and 2020. Through these surveys, we verified the progress of all Indian states and Union Territories on key rural sanitation performance indicators under the Swachh Bharat Mission – Gramin (SBM – G). Each round covered approximately 90,000 households across the country. The survey findings were used to assess the states' & UTs' performance against the Key Performance Indicators (KPIs), aligning these with the World Bank's Disbursement Linked Indicators (DLIs).

World Bank II Appointment of Independent Verification Agency (IVA) for Assessing Disbursement Linked Indicators (DLIs) to Support Chennai City Partnership Programme- Sustainable Urban Services Programme for Results in Chennai (2022-2027)

To implement the multifaceted urban improvement programme, Government of Tamil Nadu (GoTN) has set up an urban service delivery improvement programme for Chennai Municipal Administration. The programme focuses on poverty reduction, good quality service delivery with universal access, and environmental conservation. To cater to GoTN's needs, the World Bank prepared the Chennai City Partnership Programme for Results (PforR) operation. The Programme will support Government of Tamil Nadu's, Finance Department through International Bank for Reconstruction and Development (IBRD) financing of US\$150 million (with additional US\$150 million co-financing from Asian Infrastructure Investment Bank - AIIB), with implementation to be undertaken by the Tamil Nadu Infrastructure Development Board (TNIDB). The programme will disburse to GoTN based on the achievement of Disbursement Linked Indicators (DLIs), which are tied to key results from the programme. It will have a multi-sectoral focus i.e water supply (integrated urban water resource management and resilience), urban mobility services; solid waste management and public health services and will be aligned with the following result areas:

**AREA 1:** Strengthening governance and institutions.

**AREA 2:** Enhancing the quality, efficiency, and sustainability of urban services

**AREA 3:** Improving financial sustainability of urban services

We have been appointed to design, undertake, and provide regular, high quality independent verification of the achievement of the 10 DLIs as agreed under the World Bank supported Chennai City Partnership Urban Services Programme for Results (PforR) operation.

United Nations Capital Development Fund (UNCDF) II Final Evaluation of the Local Climate Adaptive Living Facility (LoCAL) across 30+ countries in Asia and Africa (Including Deep Dives in Bhutan, Niger, Lesotho and Ghana) (2022)

LoCAL promotes climate-change resilient communities and local economies by establishing a standard, internationally recognised country-based mechanism to channel climate finance to local government authorities in developing countries, particularly the Least Developed Countries (LDCs). LoCAL aims to contribute to the achievement of the Paris Agreement and the Sustainable Development Goals (SDGs), particularly the specific goals of Climate Action (SDG 13) and No Poverty (SDG 1).

We were assigned by UNCDF to conduct the Final Evaluation of the LoCAL Global Portfolio. The evaluation was done at three levels:

1. **Macro Level** (Portfolio and Global Level)
2. **Meso-Level** (National Level)
3. **Local Level** (Local Government Institutions & Beneficiaries) against the OECD-DAC evaluation criteria.

As part of this evaluation, we:

- Assisted UNCDF and its development partners to meet their accountability and learning objectives
- Supported the capacity development of UNCDF's partner LDC governments in the areas of climate finance and climate adaptation
- Supported ongoing attempts by LoCAL and its funders to capture good practice and lessons to date
- Updated UNCDF global strategies for Local Development Finance. A theory-based evaluation approach with contribution analysis (assessment against rubrics and strength of evidence) will be used to collect evidence from various sources

**Aga Khan Foundation II Outcome Evaluation for a women empowerment and smallholder livestock improvement programme in Bihar (2021-2023)**

Outcome Evaluation study is intended to strengthen evidence-based decision-making in project implementation (in both direct implementation and outreach areas) contributing to strengthening the quality of implementation and enabling wider dissemination of project learning for policy dialogue. It has been divided into three components:

1. Outcome Evaluation (one district, four blocks)
2. Baseline and Endline evaluation in eight districts
3. Pashu Sakhi Assessment in all 20 districts

We have been conducting both qualitative and quantitative interviews of the sample respondents. The study covers more than 2,400 respondents in outcome evaluation, and more than 2,400 in baseline and end line evaluation in Bihar. Also 131 (in-depth interviews and Focus Group Discussions (FGDs)) will be undertaken in outcome evaluations and around 307 qualitative activities in baseline & endline evaluation. We are also empowering rural women by covering around 4,300 Pashu Sakhi and grading them on their performance.

**NITI Aayog II Review and Analysis of Key Performance Indicators (KPI) in Water Sector for fourth edition of the Composite Water Management Index (CWMI 3.b), (2021)**

NITI Aayog hired a third party to conduct an independent validation of states submission on select indicators identified in the water sector. The validation process led to the calculation of individual scores of the states according to predefined methodology, based on which rankings were assigned. The index provided insights into selected states and UTs strengths, weaknesses, and areas requiring more focused action and resources.

We were appointed as the validation agency, to carry out an independent Review and Analysis of Key Performance Indicators (KPIs) in the water sector.

**UNDP Philippines II Evaluation of the National Early Childhood Care and Development (ECCD) Programme (2021)**

Evaluation study of the National ECCD aimed at providing insights for improving design, implementation, monitoring and evaluation parameters.

Assisting NEDA and the ECCD Council, our study helped in assessing different ECCD efforts and contribute to PDP-level outcome, including the readiness of 4-year-old children for kindergarten. We contributed to ECCD Council's efforts to determine its future strategic direction, particularly in strengthening its capacity to achieve the desired ECCD goals. We adopted a highly participatory approach by engaging with a range of stakeholders who are making or influencing policies and implementing ECCD programmes at the national, regional and municipal levels in the Philippines. The exercise followed a rights-based and equity-focused approach for all ECCD interventions along with mixed-methods data collection, and OECD-DAC criteria for evaluating the full range of services - health, nutrition, early education, and social services programmes that cater to the holistic needs of children aged 0-8 years.

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

REVIVE aims to address the livelihood crisis exacerbated by COVID-19. It provides a no-interest Returnable Grant (RG) to the bottom of the pyramid population, focusing on women whose lives and livelihoods were affected due to the pandemic. The loan's primary recipients will be women entrepreneurs, self-employed persons, farmers, and kiosk owners.

We have been 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 incorporates gender perspectives as a cross-cutting criterion. Specifically, we are capturing 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). We are assessing the impact of RG on end recipients in terms of the revival of their incomes and livelihood. Along with attribution analysis, we are analysing programme's cost-efficiency.

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, we are developing the Programme Impact Pathway (PIP), results framework and the key performance indicators for the programme partners. We are guided by the Implementation Science in Nutrition (ISN) framework & follow a mixed-methods data collection & analysis approach. We are 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.

**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 nine work streams in 11 countries. It aimed to improve diets for vulnerable populations and enhance private sector actions to tackle malnutrition, thus improving the overall enabling environment for public-private partnerships.

We conducted the overall portfolio evaluation. This was a utility-focused, theory-based formative evaluation where we assessed the progress vis-à-vis targets, and identified the need for any adjustments 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 programme (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. This would help GoE fund more services for its population from its own revenues and become less dependent on aid, thereby boosting the country's economic growth.

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

**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.

Our study focused on conducting a third-party evaluation of the incubation and acceleration support programmes for an impartial and in-depth assessment of the impact. We also conducted a participatory evaluation to assess the support programmes effectiveness and its short-and medium-term impact on women entrepreneurs and their businesses. Recommendations were made on adapting the support programmes for future cohorts and inferring policy-relevant conclusions with the partner ministry and other governmental stakeholders.



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 6 international offices in Cambodia, 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.

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