



GRANT & FUND MANAGEMENT

We tailor the design of challenge and grant funds to support poverty reduction initiatives undertaken by civil society organisations and businesses.

Thematic Focus



Fund Design



Appraisal & Selection



Performance &
Risk Management



Monitoring & Results
Measurement



Gender Mainstreaming
& Analysis



Capacity Strengthening



Financial Management



Evaluation & Learning



Procurement

Challenge Funds, Grant Funds and Managed Funds

are used increasingly by international development agencies and other partners to support poverty reduction initiatives undertaken by civil society organisations and businesses.

We provide a comprehensive range of Grant and Challenge Fund management services which supports 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, capacity strengthening, monitoring and evaluation and learning. Having worked on funding schemes financed by a range of agencies 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 and the significance of designing calls for proposals to manage the volume and quality of applications. We believe in establishing open and supportive relationships with the recipients of funding and creating a productive balance between compliance, risk management and constructive support for successful project delivery. 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.

MAKING A DIFFERENCE WITH OUR WORK

USAID II Grand Challenges Meta-Evaluation (2020)

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 promoting innovative approaches, processes, and solutions to solving them. This is achieved by sourcing new solutions, testing new ideas, and scaling what works.

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 7m farmers in 28 countries and provided 1.2m 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.
- ✓ 2.2m 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) II Global Challenge Funds Evaluation (2019)

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 community with an interest in Challenge Funds.

DFID II Evaluation Manager 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 are helping 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 comprises 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.

Mastercard Foundation II Fund for Rural Prosperity-Monitoring and Results Measurement, 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 assisted FRP's Fund Manager in the monitoring and results measurement of the Fund. We were responsible for the development of the overall theory of change and results framework, and have worked with FRP's partners to develop results measurement tools e.g. results chains, beneficiary models, and Key Performance Indicators to measure the ongoing impact of their interventions. As part of the assignment, we conducted annual field visits to grantees to track their business performance and their impact on financial inclusion for the target beneficiaries, and eight rigorous impact studies looking at the project's impact on beneficiary resilience, satisfaction, income and indirect job creation.



Global Innovation Fund Evaluation II Independent Evaluation of Global Innovation Fund (GIF) (2019)

The Global Innovation Fund (GIF) is a US\$200 million multi-donor funded initiative, to support a portfolio of social innovations that collectively open up opportunities and improve the lives of millions of people in developing countries. According to GIF's innovative 'Practical Impact' approach to measuring impact, by 2028, the programme is expected to generate annual benefits of up to US\$7.5 billion, equivalent to 83 million people experiencing over three weeks' of additional income per year.

The GIF Board commissioned IPE Triple Line to undertake an independent evaluation of progress and performance since inception, across GIF's different funding instruments and innovation stages. The evaluation captured outcomes and results achieved since inception, as well as challenges, strengths and weaknesses of the GIF approach. The results of the evaluation provided considered, evidence-driven learning and recommendations to inform a new GIF strategy, as well as discussion with partners regarding GIF's ambition, requirements and operating model.

DFID II UK Aid Match Applications Assessment Services, Multi-country (2016-2017)

DFID's UK Aid Match programme is 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.

DFID II Amplify Evaluation (Human-Centred Design) (2017)

Amplify was a 6-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 identifying 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.

Standard Chartered Bank (SCB) II Monitoring and Evaluation 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 and 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 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.

- ✓ 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 **60,000** young people with focus on youth entrepreneurship.



Multi-Donor || The Humanitarian Innovation Fund 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 funding is 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, including through its learning, dissemination and communication activities; the external and internal factors which had supported its performance; and how effectively HIF's grant-making processes had supported its aims. The evaluation provided accountability to stakeholders; supported learning about how the HIF's processes support or hinder effectiveness; and 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 empowerment, accountability and capacity strengthening as well as 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 and quality assurance, monitoring, evaluation and learning and strengthening the capacity of civil society organisations in results measurement, financial management and programming for gender equality and social inclusion.

Swedish International Development Cooperation Agency (Sida) || Challenge Fund Guidelines (2020-2021)

Sida has been using Challenge Funds to finance entrepreneurs and innovators that are willing to contribute to economic, environmental and social sustainability. Challenge funds offer Sida the opportunity and flexibility to support civil society and private sector initiatives to develop innovative solutions to development problems. Close to 60% of Sida funding is distributed through global challenge funds.

IPE Triple Line was engaged to work with Sida to update its guidelines for challenge fund design and management. The first stage of the assignment was to map Sida's global, regional and bilateral development contributions to identify relevant challenge funds and programmes that are sufficiently close to a Challenge Fund (CF) to have bearing on (and benefit from) the guidelines. We then facilitated a co-creation process to rewrite the guidelines, drawing on Sida's latest experiences and learning from relevant evaluations and reports. The final stage included the facilitation of two launch events, one focused on Sida's own staff and one for a wider audience including other donors, impact investors, fund managers and entrepreneurs.

- ✓ Development of comprehensive guidelines for Sida personnel and partners engaged in the design and implementation of challenge funds.
- ✓ Expected to influence the management of a range of Sida-supported challenge fund programmes.
- ✓ Approx. 90% of the challenge funds supported by Sida aim to explicitly use market incentives to test and scale innovations which emphasises the importance of private sector led approaches to fund design, management, and grant/ project implementation.

Multi-Donor || Africa Enterprise Challenge Fund-Monitoring and Results Measurement (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 and the ways markets function for the poor, particularly 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.

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Making Development a Ground Reality

IPE Global is committed to impacting lives with a human touch. We are a leading global advisory & implementation organisation which partners with governments, businesses, and leaders in the society to create a better world for all.

Our business model integrates people, technology, and innovation to create value for all our stakeholders. Integrating **Human Development, Inclusive Growth & Resilience and Good Governance** in all our sectors, we bring to the table bespoke solutions.

We are an ISO certified organisation with a focus on quality and integrity to empower growth and drive positive change in the development space.

Global Expertise. **Applied Locally**

Headquartered in India with five international offices in Bangladesh, Ethiopia, Kenya, Philippines, and United Kingdom, we have been creating a lasting impact through our tailor-made solutions for over two decades.

100+

Countries

1100+

Global Team

1000+

Projects Delivered

600 M+

People Reached

CONTACT US

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



+91 11 4075 5900



www.ipeglobal.com



gfm@ipeglobal.com | ipe@ipeglobal.com