

# MONITORING, EVALUATION, POLICY ANALYSIS & LEARNING



**We** are optimising value for money by designing and implementing flexible, participatory approaches and solutions which improve programme performance and accountability.

## 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

**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, among others.

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, IPE Global ensures that our frameworks and tools are rooted in international 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 and demonstrate the value of investments 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 (I/NGOs) 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, UNICEF, UNDP and UNCDF, to name a few.

## MAKING A DIFFERENCE WITH OUR WORK

2021-2022



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 7 districts. The evaluation has also provided learnings for scaling-up the initiative going forward.

Photo credit: LOGIC Project (@Local Resilienci/Twitter)



2021-2022

Bill &amp; 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 in alignment with the Sustainable Development Goals (SDGs).

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. This drew from secondary agri-nutrition datasets and consultations with policymakers across the 5 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, NARSS was conducted to support Government of India's initiative of 'Swachh Bharat Mission (Gramin)'. Supported by 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 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 the National Annual Rural Sanitation Survey 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 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)

United Nations Capital Development Fund (UNCDF) II Final Evaluation of Local Climate Adaptive Living Facility (LoCAL) in 14 countries across Asia, Africa and Asia-Pacific; Deep dives in Bhutan, Tanzania, Niger and Tuvalu (2022)

To implement the multifaced urban improvement programme, Government of Tamil Nadu (GoTN) has set up an urban service delivery improvement programme for Chennai Municipal Administration, aligned with Tamil Nadu's Vision 2023. The programme focuses on poverty reduction, good quality service delivery with universal access, and environmental conservation. To cater to GoTN need, The World Bank prepared the Chennai City Partnership Programme for Results (PforR) operation. The Programme will support the Government of Tamil Nadu's, Finance Department through International Bank for Reconstruction and Development (IBRD) financing of US\$150m (with additional US\$150m 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. The programme covers 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 are aligned to 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.

UNCDF designed the Local Climate Adaptive Living Facility (LoCAL) in 2011 to promote 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.

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.
- Informed updating of UNCDF global strategies for Local Development Finance. A theory-based evaluation approach with contribution analysis (assessment against rubrics and strength of evidence) with mixed methods data collection will be used to collect evidence from various sources.

In addition to the portfolio evaluation, we also undertook in-country deep dives in 4 countries, namely, Bhutan, Niger, Tanzania and Tuvalu.

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 the wider dissemination of project learning for policy dialogue. It has been divided into three components:

1. Outcome Evaluation (one district, 4 blocks)
2. Baseline and Endline evaluation in 8 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 2400 respondents in outcome evaluation; more than 2400 in baseline and end line under quantitative spread across selected project intervention areas 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 4300 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 calculation of individual score of the states according to predefined methodology, based on which rankings were assigned to the states. The Index provided insights into selected states and UT's strengths, weaknesses, and areas requiring more focused action and resources.

Appointed as the validation agency, we carried 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 designing how it may best assess different ECCD efforts and contribute to PDP-level outcome, including but not limited to 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 and / or influencing policies and implementing ECCD programmes at the national, regional and municipal levels in 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 provide for a holistic need of children from 0-8 years.

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 the pandemic – with loss of jobs and income. 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 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). 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 and cost-effectiveness.

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.

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 was 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, we were engaged to achieve the following:
- Provide monthly feedback to 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 & 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.

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. It aims to improve diets for vulnerable populations, enhance private sector actions to improve access to nutritious foods and 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 in Ethiopia. This would help GoE 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.

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 focusses 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 to encourage more women entrepreneurs in the country.

Our 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.

UNICEF II Evaluation of BRIDGE IPC training Programme, India (2019-2020)

UNICEF, through the project "Boosting Routine Immunisation Demand Generation (BRIDGE)" aimed to build capacities of the Frontline Line Workers (FLWs) who are a bridge between health delivery system and the community. To facilitate this, they developed Interpersonal Communication (IPC) module for FLWs and leverage SBCC for routine immunisation. The focus of the programme was to improve interpersonal communication skills of FLWs thereby leading to improvement in the generation of demand.

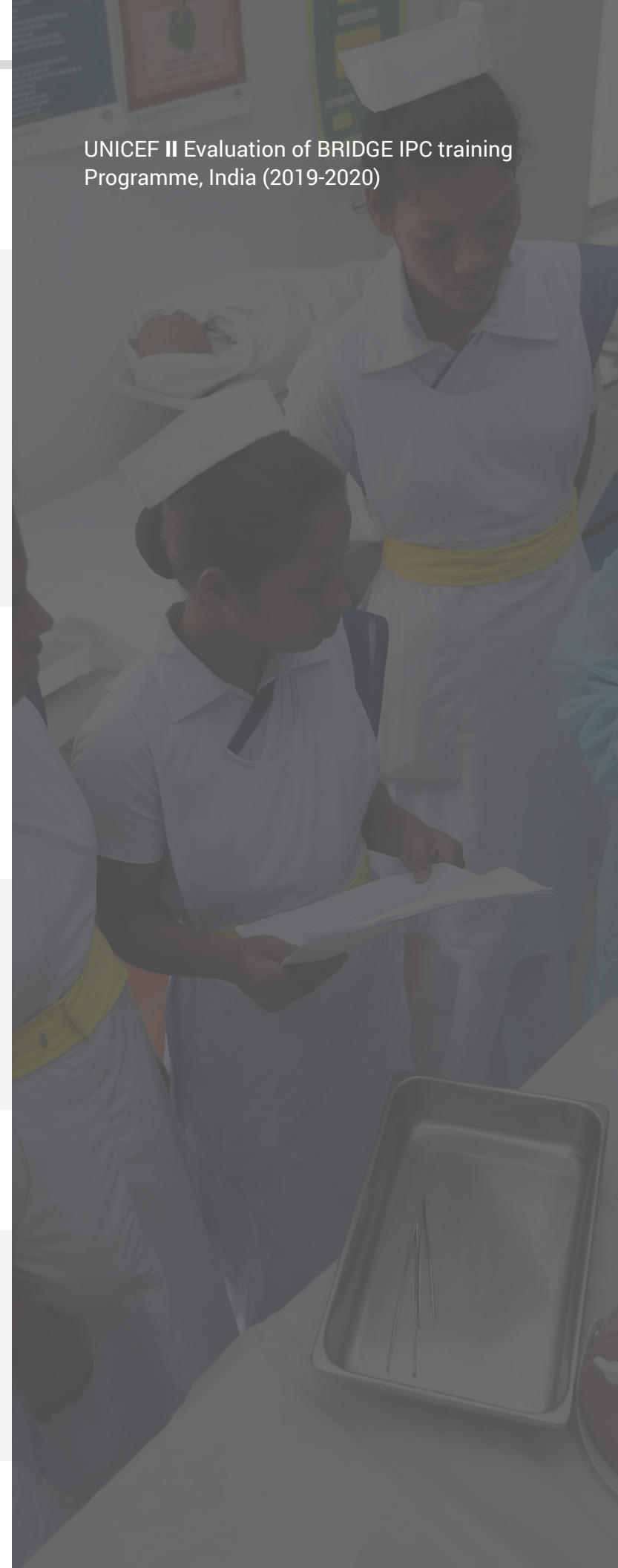
The specific objectives of the evaluation were:

- To assess the relevance of the BRIDGE training, the ToTs and cascading training model in reaching its outcomes
- To assess the effectiveness of training in terms of the quality of trainings (ToTs and cascading trainings) knowledge gained, and how knowledge from the training can be applied (by observing FLW-caregiver interactions, and assessing FLW workplans)
- To assess the extent to which available resources were utilised efficiently in meeting the objectives of trainings (ToT, cascading trainings)
- To assess till what extent the outcomes of the BRIDGE training were sustainable
- To understand till what extent, and to what effect gender as an element was incorporated in the BRIDGE programme (this is especially important since all FLWs are women)

And understand if, equity (to what extent and to what effect) was incorporated in the BRIDGE programme, focusing especially on the marginalised – based on caste, tribal, poverty levels.

We were engaged to do a quasi-experimental design which was used for this evaluation using case-matching technique and the data generated was used to maximise learning. The evaluation utilised a mixed-method approach and was guided by the OECD - DAC evaluation criteria while considering equity, gender equality and human rights as a cross-cutting theme across the programme design and delivery.

The evaluation was divided into three phases namely - Inception Phase, Field Mission Phase and, Analysis & Reporting Phase. The evaluation facilitated assessment of the entire training programme stages right from planning to implementation and gave recommendations.





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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.

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## 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

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