

# MONITORING & EVALUATION

## SOCIAL & ECONOMIC EMPOWERMENT



### ABOUT IPE GLOBAL

Headquartered in India with seven international offices in Bangladesh, Ethiopia, Kenya, Myanmar, Nepal, Philippines and United Kingdom, the IPE Global Group offers a range of integrated, innovative and high-quality development consulting services across several sectors and practices. We have more than 1100 full-time professional staff and over 1000 empanelled consultants working on various projects spread across the globe. Over the last 22 years, IPE Global has successfully implemented more than 1000 projects in over 100 countries. The Group has extensive experience with multilateral and bilateral agencies, governments, corporates, philanthropic organisations and not-for-profit entities in anchoring development agenda for sustained and equitable growth.

The most robust policies are underpinned and driven by strong and demonstrable evidence. The distinct yet related activities of Monitoring, Evaluation and Learning (MEL) 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 we deliver lasting results and maximise value for money (VfM).

We design and implement adaptive, participatory and inclusive approaches and provide solutions which inform future programming, policies and strategies. With gender and inclusion being a key component of our work, our evaluation focuses on approaches that help reduce poverty, promote livelihoods, empower and improve quality of life people and well-being.

### AREAS OF EXPERTISE

- Design & implementation of monitoring, evaluation & learning systems & frameworks; M&E capacity building & handholding support
- Baseline, midline & end-line survey-based evaluations
- Theory-based evaluations, quasi-experimental designs, mixed-methods
- Theories of change, impact pathways, logical & results frameworks
- Outcome monitoring, concurrent monitoring, process evaluations, formative evaluations, implementation research, outcomes & impact evaluations, portfolio evaluations
- Evidence-based programmatic learning & assistance to policy formulation
- Multi-year & multi-state research & M&E projects
- Large-scale field missions
- Gender aware & sensitive evaluations
- Highest ethical norms in data collection & report writing



## ASIA

### **Samhita Foundation and USAID || Impact Evaluation of the REVIVE Fund, India**

REVIVE aims to address the livelihood crisis perpetrated by Covid-19 by leveraging existing pools of philanthropic, business and public sector funds to make timely, affordable and accessible capital available to self-employed, disadvantaged segments of workers and nano and micro-enterprises through innovative financing tools.

The key considerations, outcome indicators, and minimum detectable effects are being finalized based on a detailed literature review and multi-stakeholder consultations. Besides the attribution analysis, we will also be analysing the programme's cost-efficiency and cost-effectiveness.

As the evaluation partner to Samhita Foundation, we are developing the overall M&E framework, Theory of Change and Key Performance Indicators against which the performance of the programme will be assessed; harnessing a quasi-experimental case-matching technique and incorporating gender perspectives as a cross-cutting criterion; conducting theory-based equity-focused evaluation approach by using participatory mixed methods of data collection.

### **GIZ || Impact Evaluation of the “Economic Empowerment Women Entrepreneurs” in India**

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.

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; undertaking a 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 programme for future cohorts and inferring policy-relevant conclusions with the partner ministry and other governmental stakeholders.

### **DFID || Impact Assessment of TERI Programme for Clean Energy Access and Improved Policies for Sustainable Development in India**

This project supported the piloting of improved technologies and private sector-led business models which increase community awareness and demand. The main objective of this assignment was to design and deliver an end of project impact assessment of the TERI programme.

Under this project, we assessed the OECD-DAC Criteria of Relevance, Efficiency, Effectiveness, Impact and Sustainability; evaluated the outcome and impact of what had been achieved; provided a realistic chain of attribution and captured factors independent of the programme identified best practices, lessons learnt, success factors and challenges; assessed TERI's business models in the programme with other leading models (public and private) in India; assessed the sustainability of business models and utility of project data to improve programme management; highlighted policy implications and disseminated findings to Indian policy makers.

## **Niti Aayog || Consultancy for Evaluation of Centrally Sponsored Schemes in Package 5 – Rural Development Sector, India**

In line with Government's commitment to evaluate all centrally-sponsored schemes, the Development Monitoring and Evaluation Office (DMEO) under NITI Aayog conducted an independent third-party evaluation of all the Centrally Sponsored Schemes (CSS).

**This pan India study was conducted based on qualitative and quantitative surveys across households, government agencies, and district administration 11 states in India.**

IPE Global conducted a sectoral level evaluation of the Rural Development Sector to help in rationalization of schemes. Under this, we assessed and analysed various government interventions under Rural Development to understand their effectiveness, efficiency, scope for skills development, employment generation, value additions, opportunities to bring innovation and sustainability; sectoral-level evaluation of all the flagships schemes, including the National Rural Livelihood Mission and MNREGA under the Rural Development Ministry; performance evaluation of all centrally sponsored schemes with respect to effectiveness, efficiency, impact and sustainability.

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## **DFID || Independent Evaluation & Learning Partner for Increasing Access to Gender Based Violence Response Services in Afghanistan – Phase 2**

The Programme focuses on the provision of response services to survivors in 12 provinces of Afghanistan. It includes a mid-term review with a final performance evaluation; cost effectiveness and value for money assessment of different models of implementation with a comparative analysis; dissemination of learning briefs and learning events with stakeholders from Afghanistan and the international development community.

In this project IPE Global is working closely with the Ministry of Public Health and UNFPA who are strengthening services to help health workers respond to gender-based violence and facilitate survivors' access to immediate physical, psychosocial and legal support services; working with communities and religious leaders to enhance the acceptability of the services and shift social norms to decrease the acceptability of violence; assessing the cost and effectiveness of two different models of integration to provide government decision-makers with the evidence they require to integrate a response to gender based violence.

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## **UNICEF Myanmar || Evaluation of the Maternal and Child Cash Transfer (MCCT) Programme in Chin and Rakhine States, Myanmar**

The MCCT Programme aims to empower pregnant women and mothers of children under the age of two with additional purchasing power to meet their unmet needs during the first 1,000 days and improve nutrition and health practices through social and behavioural change communication interventions.

IPE Global conducted a formative evaluation to foster learning and improvement by reviewing design and implementation modalities of the programme. We adopted a utilisation-focused, learning-oriented and participatory approach with non-experimental research design as well as theory-based mixed methods– combining quantitative and qualitative primary data collection; conducted analysis using the modified Organisation for OECD-DAC criteria along with gender equality and human rights considerations.

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## **CEIL Peaks || Project Completion Review of Chars Livelihoods Programme Phase II (CLP-2) -2016**

The CLP Phase 2 was a poverty reduction programme in Bangladesh co-financed by the UK Department for International Development (DFID) and Australia's Department of Foreign Affairs & Trade (DFAT).

Under this project, we assessed the achievement against outputs and outcome; evaluated the extent of value for money; identified lessons for any future sustainable livelihood programme focusing on long term developmental impact in extremely poor and hard to reach areas.

## **UNICEF || Formative evaluation of the CARD and UNICEF Cash Transfer Pilot Project for Pregnant Women and Children in Cambodia**

The Council for Agriculture and Development (CARD), Cambodia supported by UNICEF, designed a pilot cash transfer project targeting pregnant women and children under-five living in poverty to improve maternal health, nutrition and increase human capital development.

IPE Global undertook a formative evaluation to assess results and foster learning to improve the cash transfer mechanism. A key methodological aspect of this evaluation was its participatory and learning-oriented nature. A mixed methods approach was followed – combining quantitative and qualitative primary data collection (a beneficiary survey, key informant interviews and focus group discussions) along with a secondary review of project documents. A cost-effective analysis was also undertaken along with comparative assessment of the strengths and weaknesses of the CARD-UNICEF Cash transfer pilot project versus other cash transfer interventions in Cambodia, such as those implemented by the World Bank and Save the Children.

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## **DFID || Evaluation of Economic Empowerment of the Poorest (EEP/Shiree) Programme in Bangladesh**

The EEP/Shiree Programme was an £84 million programme that included two Challenge Funds (Scale and Innovation), a comprehensive academic research programme and strategic advocacy. The programme aimed to lift over a million people out of extreme poverty, to deepen knowledge and improve practices to address extreme poverty (for women, men, girls and boys) and to bring about strategic policy change at national and sub-national levels.

Our approach is focused on providing findings and lessons that contributed to the design of DFID's follow-on initiative particularly in the areas of approaches to results measurement, the way in which innovation is supported; designed strategic and more action-oriented research to inform practice and policy advocacy.

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## **UNCDF || Mid-Term Evaluation of Shaping Inclusive Financial Transformation ASEAN Region (SHIFT) with focus on Myanmar and Cambodia**

The SHIFT programme aimed to broaden and improve financial inclusion to enable target groups to be active agents of the formal economy. It focused on providing increased income and employment opportunities and reducing vulnerability to financial shocks by deepening access to well-regulated financial products targeted at the low-income population, especially women.

Our approach was focused on programmatic learning to inform and guide programme implementation and/or strategy with an assessment of results (to learn what is working /likely to work, why and for whom). The analytical framework was based on outcome harvesting methodology and the evaluation was tailored at the three levels, i.e., macro (regional, national ecosystems including policy and regulatory stakeholders), meso (FSPs, FIs) and micro (end-clients). We followed a process-centric evaluation and outcome assessment approach guided by OECD-DAC criteria of relevance, efficiency, effectiveness, likely impact and sustainability and emphasised gender and equality aspects.



# AFRICA

## Mastercard Foundation || Fund for Rural Prosperity-Monitoring and Results Measurement, Sub-Saharan Africa

The Mastercard Foundation Fund for Rural Prosperity (FRP) covering 40 projects across 13 countries aims to help at least 1,000,000 financially excluded rural people in Sub-Saharan Africa to move out of poverty through improving their access to financial products and services thereby increasing their incomes and improving resilience and lifting communities.

As evaluation research partner, IPE Global is assisting in the monitoring and result measurement of the Fund. We are responsible for the development of the overall Theory of Change and Results Framework develop result measurement tools (to measure the ongoing impact of their interventions. We have conducted annual reviews grantees to track their business performance and impact on financial inclusion for the target beneficiaries and developed eight rigorous impact studies looking at the project's impact on beneficiary resilience, satisfaction, income and indirect job creation.

## DFID || Dar es Salaam Urban Jobs Programme (Dar Jobs), Tanzania

Dar Jobs was a £10 million urban market systems programme.

It aimed to address the high unemployment and underemployment rate associated with Dar es Salaam's rapid growth by catalysing change in labour-intensive sectors that have the potential to create jobs for the poor and the disadvantaged, including women and youth.

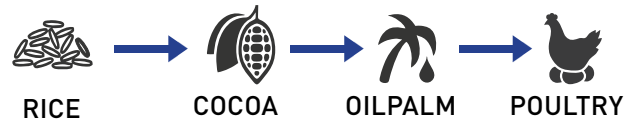
IPE Global designed the programme to address the labour demand barriers in manufacturing, waste management and childcare sectors to create 9,600 Full Time Equivalent (FTE) jobs and increase earnings for its target beneficiaries. We conducted detailed market system assessments for the programme's target sectors; undertook in-depth political economy assessments to position the programme and understand how best to align it with Government of Tanzania's policy objectives; conducted gender and social inclusion analysis to better understand the role and position of women in each market system; rolled out a series of "micro pilots" in each of the target sectors.

## The World Bank || Sierra Leone Agribusiness Development Fund (SLADF) MEL Partner

The Government of Sierra Leone and the World Bank have established a USD 12 million fund to promote smallholder commercialization by fostering productive business linkages between small holder farmers and select agribusiness firms in four commodity value chain.

### Targeted four Commodity Value-chains

As the evaluation partner, we successfully designed the Fund's M&E framework, results indicators and supported the periodic monitoring, assessing the programme's progress and captured the learning for program adaptation and scale up.



## DFID || Design of a Challenge Fund to Support Arab Women Entrepreneurs, Middle East & North Africa

The Arab Women's Enterprise Fund (AWEF) was a five-year initiative financed by DFID and Islamic Development Bank (IDB) to address barriers to women's economic inclusion in the Middle East & North Africa (MENA) region.

Based on an analysis of the regional context and barriers to women's economic empowerment, IPE Global prepared a detailed project design for the Fund, including a Theory of Change and indicative logical framework. We also undertook extensive consultation with key stakeholders; developed management, governance, and monitoring & evaluation arrangements for the Fund.

## Multi-Donor || Africa Enterprise Challenge Fund- Monitoring and Results Measurement

The AECF is a US\$250 million enterprise Challenge Fund that supports the private sector to increase employment and reduce rural poverty. The majority of AECF's funded projects are focused on agribusiness and renewable energy, either providing products and services to smallholder farmers or purchasing agricultural produce from them.

IPE Global supported the designing of a comprehensive results framework to track and capture learning from projects and its contribution to reducing poverty and changing market systems. We also supported and built capacities of the partner for data collection analysis and reporting. We conducted annual review and prepared annual impact report and a series of thematic learning studies, including on gender equality and monitoring.

## M&E GLOBAL

### Standard Chartered Bank (SCB) || Monitoring and Evaluation Services for Futuremakers Programme

'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.

We are 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.

### Swedish International Development Cooperation Agency (Sida) || Global Challenge Funds Evaluation

Sida has been funding challenge funds since 2007, to an estimated value of SEK 2,000 million. Challenge Funds offer Sida the opportunity and flexibility to support civil society and private sector initiatives to develop innovative solutions to development problems.

The evaluation broadened the evidence base informing decisions on when, and in which context Challenge Funds are appropriate and how they should be managed to maximise the socio-economic and environmental impact.

Under this project, IPE Global conducted a meta-evaluation of 10 global 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. With a utilisation-focused approach the evaluation assessed individual funds against a number of design and performance criteria; undertook a meta, portfolio-wide view of Challenge Funds as a whole, drawing on examples and learnings from different funds so as to improve the design and management of future funds.

#### CONTACT US AT

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