

# MONITORING, EVALUATION, POLICY ANALYSIS AND LEARNING (MEPAL)

The most robust policies are underpinned and driven by strong and demonstrable evidence. The distinct yet related activities of Monitoring, Evaluation, Policy Analysis & Learning (MEPAL) 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 flexible, participatory MEPAL approaches and provide solutions which inform future programming, policies and strategies. With gender and inclusion being a key component of our work, our approaches are focused on continual improvement and learning within organisations, development sectors and programmes. We aim at long-term goals to improve existing and future management of output, outcomes and impact. Drawing from our experience in delivering evidence-based evaluations of development programmes, we ensure tools, frameworks and indicators used for MEPAL are rooted in international best practices. We practice continuous assessment of programmes on the basis of comprehensive information, monitoring the progress of ongoing activities. Through our interventions, we contribute towards improved performance and accountability and demonstrate the value of client investment so that value for money can be optimised. The breadth of our in-house expertise, coupled with our practical experience in many of the key sectors lies at the heart of our MEPAL reputation and service.



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## FOCUS AREAS

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

Providing Evidence to Inform Learning

Theory of Change & Logical Frameworks

- Cross-cutting Service
- Complex Evaluations

- Adaptive Programme Management
- Performance and Impact Evaluation

- Accountability
- Learning and Evidence

## PROJECTS

### DFID II Evaluating the Impact of CDC's Financial Institutions Portfolio (2019-2022)

CDC is DFID's principal mechanism for leveraging private sector investment in poor countries. It plays an important role in DFID's overall approach to economic development. With a reputation for high quality due diligence, which attracts other Development Financial Institutions (DFIs) and commercial capital, CDC invests in businesses across Africa and South Asia (with a focus on the more difficult geographies in those areas) with the potential to create jobs and lead to economic growth. Priority sectors for CDC investment include infrastructure, financial institutions, agribusiness, manufacturing, construction, health and education.

We are conducting an evaluation assessment of the impact of investments to reflect on the portfolio successes and challenges, to understand better how and in what context, CDC's investments deliver sustainable development impact on overall economies. The assessment will reflect on the portfolio successes and challenges, explore the nature of the impact experienced as a result of such investments, inform course alignment and correction, and share lessons for future iterations, partnerships and collaboration.

### GSMA II Mobile for Development (M4D) Monitoring and Evaluation, Global (2019-2021)

Positioned at the intersection of the mobile ecosystem and the development sector, GSMA's M4D stimulates digital innovation to deliver both sustainable business and large-scale socio-economic impact for the underserved. M4D informs partnerships between the mobile industry, tech innovators, governments and the development sector to advance digital innovations and implementations that empower underserved populations to build a better future. GSMA has formed strategic partnership with the Swedish International Development Cooperation Agency (Sida) for funding three work streams - sustainability, national dialogues and connected women – all promoting mobile-based solutions and connectivity for sustainable development.

We are developing a monitoring and evaluation framework including a theory of change for the partnership and results framework for supporting monitoring systems. The evaluation includes market spotlight reports/ country case studies on GSMA interventions to enable GSMA and Sida to better understand the mechanisms, results and impacts of the strategic partnership. The evaluation will also assess the extent GSMA's interventions have driven the actions by Government and mobile network operators and how these actions have contributed towards a digitally enabled 2030 sustainable development agenda.



**DFID II Evaluation Manager-  
Strategic Partnerships in Higher  
Education Innovation and  
Reform (SPHEIR) (2017-2023)**

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

As an evaluation manager, we are reviewing SPHEIR in order to get a better understanding of what design aspects make HE interventions successful and to improve the knowledge on the long-term impacts of HE strengthening. This includes three principal strands: (i) conducting formative evaluation; (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.

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**DFID II Independent Evaluation  
of TradeMark East Africa  
(2015-2019)**

Designed by DFID and funded by the UK, Belgium, Canada, Denmark, Finland, Netherlands, Sweden and USA, TradeMark East Africa (TMEA) programme aimed to improve trade competitiveness in East Africa by reducing transport time/costs and improving the trade environment, contributing to sustained economic growth and poverty reduction.

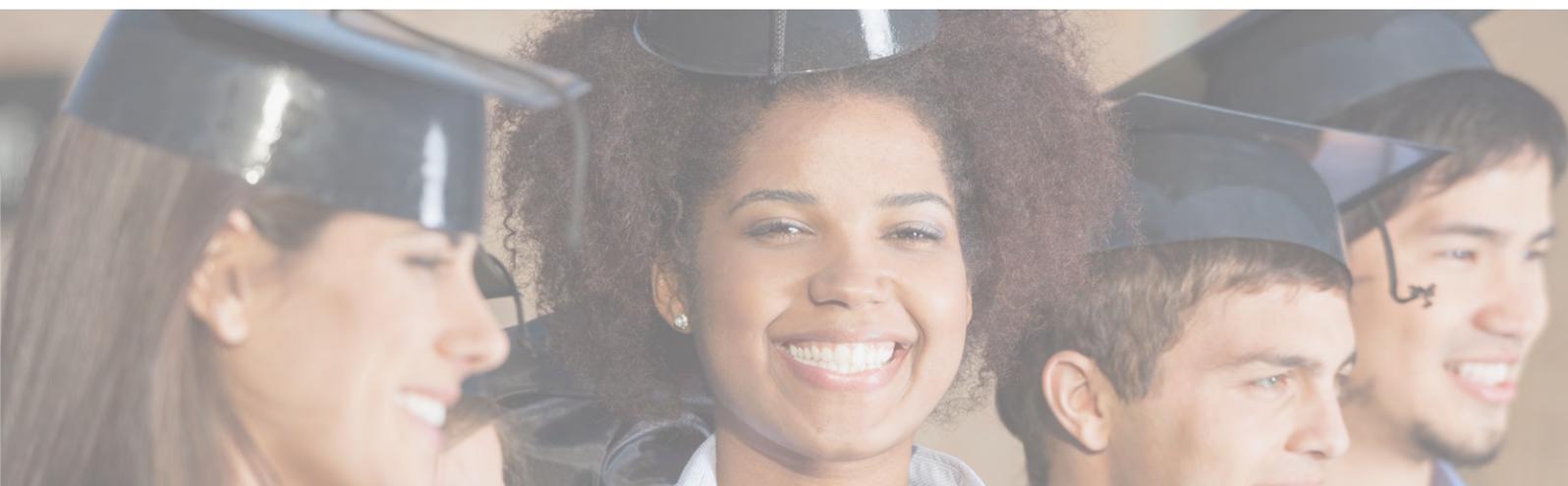
We undertook an independent evaluation of TMEA's project-level outputs and outcomes. As part of evaluation, we conducted semi-structured qualitative interviews with TMEA staff, implementing partners and project stakeholders across Burundi, Kenya, Rwanda, Tanzania and Uganda to evaluate TMEA outputs and outcomes against DAC criteria of relevance, effectiveness, efficiency and sustainability. Projects within our sample included support to export markets for tea in Kenya and investment into coffee value chains in Rwanda to increase export capability.

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**DFID II Evaluation Management  
Unit for Forestry, Land-use and  
Governance (FLAG), Indonesia  
(2015-2020)**

FLAG is a £32.5 million programme to support action to reduce the rate of deforestation and peatland degradation in Indonesia.

We are leading an Evaluation Management Unit (EMU) to independently assess the results achieved by FLAG and to learn where, when, for whom, how and why the investment approaches work within different context and sectors. As an EMU, we are developing and implementing an evaluation framework which supports evidence-based decision making that aims to reduce greenhouse gas emissions and deforestation in Indonesia. We are conducting annual reviews, project completion review and final evaluation, including updating the political economic analysis in forest and land governance.



**DFID II Provision of Core Monitoring and Evaluation Services to DFID through SEQAS (2012-2015) and EQuALS (2016-2020)**

DFID identified the need to increase the quality of its decentralised evaluations in order to contribute more to this aim. In view of the same, DFID established an external technical service, providing independent technical support and quality assurance for evaluations - Specialist Evaluation and Quality Assurance Service (SEQAS) (2012-2015) and Evaluation Quality Assurance and Learning Service (EQuALS) (2016-2020).

We provided core monitoring and evaluation services to support improvement in the effectiveness and efficiency of DFID programme performance. The services were demand driven with the aim of helping DFID staff to make strategic choices from the range of appropriate methods, approaches and designs for monitoring reviews and evaluations. We are also providing quality assurance services for monitoring and evaluation design (including theories of change), implementation and delivery.

**DFID II Monitoring and Learning Agent for the International Action against Corruption Programme (I-ACT), Global (2019-2021)**

International Anti-Corruption Programme (I-ACT) is a multi-component programme which aims to reduce incentives for corruption by supporting specialist technical expertise and international partnerships, working across borders to expose corruption through greater transparency, and stopping corrupt people hiding the proceeds internationally, so that stolen assets can be recovered and reinvested in development.

As a monitoring and learning agent, we are monitoring and systematically reporting programme outputs and outcomes; gathering evidence to support programme reporting (including Annual Reviews); informing on-going operational decisions about programme delivery; and identifying synergies and innovative approaches to anti-corruption and transparency (FAST) programmes.

**NITI Aayog II Evaluation of Centrally Sponsored Schemes under Ministry of Women and Child Development, Pan-India (2019)**

To ensure efficient and effective use of public resources, the Government of India has made evaluation of the Centrally Sponsored Schemes (CSS) and Central Sector schemes mandatory before the schemes come up for fresh appraisal. The Government of India has adopted outcome-output based monitoring framework for CSS to make efficient and effective use of public resources.

We conducted a sectoral level evaluation of the Women and Child Development Sector, which helped in rationalisation of schemes.

**DFID II Independent Monitoring and Process Evaluation Regional Framework Agreement (IMPERFA), Process Evaluation - Lot 2 (East Africa), Lot 4 (South Asia), Lot 5 (Middle East and North Africa) and Lot 6 (Multiple and Other Regions and UK) (2019-2021)**

DFID's Independent Monitoring and Process Evaluation Regional Framework Agreement (IMPERFA) covers requirements for independent monitoring and process evaluation in a range of themes, including but not limited to – human development (e.g. education, health, water supply, social protection and sanitation); humanitarian assistance; economic development (e.g. infrastructure, social services, production); governance and security (e.g. public sector reform, anti-corruption); climate change.

To maintain oversight and support lesson learning across programme implementation, DFID awarded a framework contract to IPE Global and its consortium to procure high quality and internationally recognised knowledge and skills to design and undertake process evaluations across the organisation's policy areas and programmes in a range of geographical locations in East Africa, South Asia, Middle East and North Africa, and Multiple & other regions and UK.

**UNDP II Evaluation of the National Early Childhood Care and Development (ECCD) Programme, Philippines (2019-2020)**

Government of Philippines's National ECCD system is a comprehensive, integrative and sustainable set of policies, programmes and structures designed to ensure the wellbeing, optimum growth and development of children aged 0 to 6 years. The evaluation seeks to contribute to the overall effort to strengthen ECCD interventions by looking at the ECCD system as defined in both policy and practice, assessing to the extent possible, how the system operates to contribute to professional development programme (PDP)-level outcomes, and identifying what future impact evaluations might entail.

We are conducting formative evaluation of National ECCD System to provide insight into how its design, implementation, monitoring and evaluation may be further improved. We are assisting National Economic Development Authority (NEDA) and the ECCD Council in designing how it may best assess the different ECCD efforts contributing to the readiness of 4-year-old children for kindergarten; contribute to ECCD Council's efforts to determine its future strategic direction, particularly in strengthening its capacity to enable the achievement of desired ECCD goals.

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**DFID II Evaluation of the DFID's Climate Proofing Growth and Development (CPGD) Programme (2018-2019)**

The Climate Proofing Growth and Development (CPGD) programme aimed to transform the way South Asian governments plan and deliver climate resilience programmes, policies and investments. By achieving its outcomes, the programme helped countries in the region better cope with climate change thereby safeguarding economic development, protecting livelihoods, reducing loss to life and ensuring poverty alleviation. Implemented regionally across 11 locations: five countries (Afghanistan, Pakistan, Bangladesh, Nepal and India) and six states in India (Assam, Bihar, Chhattisgarh, Kerala, Maharashtra and Odisha), the programme supported governments and other stakeholders to transform their systems of planning and delivery; build knowledge and capacity of political leaders, governments, practitioners and investors; design and deliver climate resilience and low carbon measures; and leverage and shape investments for climate compatible development.

We conducted the evaluation assessing the performance of the programme with respect to its outcomes and outputs. The evaluation focused on the following four areas: (i) assessing achievements and progress; (ii) evaluating the extent the programme has positively influenced the climate resilient policies and budgeting of the partner countries/states; (iii) examining the programme's approach and achievements of Value for Money (VfM); and (iv) assessing if the regional focus of the programme provides strong value for money.

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**The United Nations Capital Development Fund (UNCDF) II Mid-term Evaluation of Shaping Inclusive Finance Transformation (SHIFT) Programme in ASEAN Region Myanmar and Cambodia (2018)**

The Shaping Inclusive Finance Transformation (SHIFT) programme aimed to broaden and improve financial inclusion to enable target groups to be active agents of the formal economy. SHIFT aimed to provide increased income and employment opportunities, and reduce vulnerability to financial shocks by deepening access to well-regulated financial products targeted at the low-income population, especially women.

We conducted a mid-term evaluation of SHIFT programme in Myanmar and Cambodia to provide: programmatic learning to inform and guide programme implementation and/or strategy, and an assessment of results (to learn what is working /likely to work, why and for whom).

**UNICEF II Assessment of the UNICEF Integrated Programming Strategy for the First 1000 Days, Philippines (2018-2019)**

The overall goal of “First 1000 Days” (F1KD) programme was to ensure the full development of the child through the integrated delivery of services in health, nutrition, psychosocial stimulation, early childhood education, and child protection social services. UNICEF assists governments and partners to address all the aspects that hinder mothers and babies from receiving adequate care and nutrition during the critical 1000-day period.

We conducted an assessment of UNICEF’s integration strategy (using OECD’s DAC evaluation criteria of sustainability) for F1KD in pilot municipalities of Philippines for young children and pregnant women, which would further serve as evidence base for the Government of Philippines to rollout the F1KD integrated strategy suitable for different local government unit contexts.

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**DFID II Impact Evaluation of the Development Capital Investment (DCI) Intervention of DFID India’s Private Sector Infrastructure Portfolio, India (2018-2021)**

DFID aims to test the feasibility and effectiveness of debt and equity instruments in promoting pro-poor private investments in infrastructure in India’s low-income states while achieving developmental outcomes. In addition, it seeks to assess the conditions (policy, regulation and institutional capacity) for replicating these instruments in India and beyond.

We conducted the baseline evaluation and have initiated the midline valuation of the Development Capital Investment (DCI) intervention of DFID India’s private sector infrastructure portfolio to identify the trajectory of change and allow revisions to the evaluation design & methodology to be implemented for the final evaluation. The evaluation will ensure accountability in terms of optimising development outcomes and share lessons learned from an innovative market-led infrastructure financing mechanism in low income states.

