

International Initiative for Impact Evaluation



Annual report 2015

**Evidence · Influence · Impact**



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# About 3ie

3ie is a member-based, international grant-making NGO promoting evidence-informed development policies and programmes. We are the global leader in funding and producing high-quality evidence of what works, how, why and at what cost in international development. We believe that better and policy-relevant evidence will make development more effective and improve poor people's lives.

3ie funds rigorous impact evaluations using experimental and quasi-experimental designs as part of a broader analysis of an intervention's theory of change. These designs use mixed methods to address evaluation questions across the causal chain.

3ie also funds the production of full systematic reviews, the most comprehensive and thorough syntheses and analyses of available evidence. 3ie offers a range of evidence syntheses, which include rapid evidence assessments and evidence gap maps to help fill the gap in high-quality, timely, policy-relevant evidence to inform policy discussions and research priorities.

We have a highly qualified and diverse international staff and management, governed by a board of eminent policymakers, development funders and evaluation experts. We are building a global community of policymakers, implementers and evaluation experts committed to promoting and supporting the production and use of high-quality evidence to strengthen development.

# Contents

<b>Abbreviations and acronyms</b>	<b>4</b>
<b>Chair's foreword</b>	<b>6</b>
<b>Letter from the executive director</b>	<b>8</b>
<b>How 3ie works</b>	<b>10</b>
<b>3ie highlights from 2015</b>	<b>12</b>
<b>3ie around the world</b>	<b>14</b>
<b>1 Improving lives through evidence-informed policymaking and programming</b>	<b>17</b>
Evidence use from 3ie-funded studies	17
Spotlight 2015: 3ie replication programme	19
<b>2 Producing better evidence</b>	<b>23</b>
Impact evaluations	23
Thematic Window	23
Open Window	26
Policy Window and Country Policy Window	27
Responding to new global goals	27
3ie-supported impact evaluations in focus	28
3ie systematic reviews and synthesis products	31
3ie-supported systematic reviews in focus	34
<b>3 Supporting better impact evaluation</b>	<b>37</b>
Professional services	37
Building a culture of impact evaluation in West Africa	38
Expert roster	38
Impact Evaluation Repository	40
Bursary programme	40
<b>4 Increasing knowledge translation and evidence uptake</b>	<b>43</b>
3ie in the International Year of Evaluation	43
3ie evidence weeks	45
Knowledge sharing through the 3ie website	46
3ie evidence portal	48
3ie staff participation in events	48
Engaging with 3ie communities	52
3ie publications	52
Publications from 3ie-funded research	53

<b>5 Building 3ie</b>	<b>55</b>
Membership	55
Funding	58
<b>Appendix A 3ie staff</b>	<b>59</b>
Executive Director's office, New Delhi	59
Advancement and Impact Evaluation Services Office, Washington, DC	59
Evaluation Office, New Delhi	60
Policy, Advocacy and Communication Office, New Delhi	61
Programme, Finance, Reporting, Information Technology and Administration Office, New Delhi	61
Synthesis and Reviews Office, London	62
<b>Appendix B 3ie Board of Commissioners</b>	<b>63</b>
<b>Appendix C 3ie members and associate members</b>	<b>64</b>
<b>Appendix D 3ie publications in 2015</b>	<b>68</b>
Impact evaluation report series	68
Systematic reviews	70
Systematic review summaries	71
Systematic review protocols	71
Working papers	72
Replication papers	72
Scoping papers	73
Policy briefs	73
Evidence gap maps (available on the 3ie website)	73
Evidence gap map report series	73
Peer-reviewed publications from 3ie-funded research in 2015	74
Publications by 3ie staff in 2015	75
<b>Appendix E 3ie seminar</b>	<b>76</b>
3ie Delhi seminar series	76
3ie-LIDC London seminars	76
3ie-International Food Policy Research Institute Washington seminar series	77
<b>Appendix F 3ie financial report</b>	<b>78</b>

# Abbreviations and acronyms

<b>AIDS</b>	acquired immune deficiency syndrome
<b>DFID</b>	Department for International Development
<b>DGW</b>	demand generation workshop
<b>EGM</b>	evidence gap map
<b>HIV</b>	human immunodeficiency virus
<b>IER</b>	Impact Evaluation Repository
<b>IFAD</b>	International Fund for Agricultural Development
<b>IPA</b>	Innovations for Poverty Action
<b>L&amp;MICs</b>	low- and middle-income countries
<b>NGO</b>	non-governmental organisation
<b>POFROITA</b>	Programme, Finance, Reporting, Information Technology and Administration
<b>SDGs</b>	sustainable development goals
<b>SRO</b>	Synthesis and Reviews Office
<b>WASH</b>	water, sanitation and hygiene
<b>WSSCC</b>	Water Supply and Sanitation Collaborative Council



# Chair's foreword



**Richard Manning**  
Chair  
3ie Board of Commissioners

It is a great pleasure to introduce this report of 3ie's activities in 2015.

This has been a remarkable year for 3ie, and in my view a real 'coming of age' in several senses.

Firstly and most importantly, it has been a year of delivery. Building on work carried out by our dedicated staff over the past years, we saw a major increase in the number of published impact evaluations, systematic reviews, replication studies and other 3ie products. These publications give the international community a critical mass of evidence in important fields, some of them with little prior rigorous evidence of what works and what does not.

Secondly, there has been a parallel increase in the policy impact of 3ie's work. As the number of completed impact evaluations by 3ie and others increases, the question of 'so what?' becomes louder. This report shows that policymakers and influencers are paying increasing attention to the results coming from 3ie-financed work.

Thirdly, 2015 has seen a significant and sustained boost in 3ie membership, notably from the Global South. This is changing the character of the organisation in a wholly beneficial way. Long term, it is the more effective use of evidence by low- and middle-income country (L&MICs) governments that will drive positive change for their citizens living in poverty. I am proud that 3ie membership has clearly become more relevant and attractive to L&MIC constituents. We need, of course, to continue to expand our membership in high-income countries and in the international development community.

Fourthly, 2015 also marked a very successful year for 3ie fundraising, again largely the result of much hard work over previous years.

This gives us an assured financial basis for developing our work over the next few years.

Finally, 3ie managed two important transitions this year.

3ie's India office, where three of its five teams are located, progressed from the status of a programme hosted by the Global Development Network to a full branch office of 3ie. This involved an office relocation, securing regulatory clearances and setting up new operational systems. The fact that this year was also the most productive in 3ie's history shows how well this transition has been managed, to the credit of all staff involved.

2015 also brought an important moment for any institution: the move from its founding executive director to his successor. I would like to express our board's recognition of the great achievements of Howard White in setting up 3ie and driving it forward. It is a great pleasure to welcome in this report Emmanuel Jimenez ('Manny' to us all) as his successor. Manny has brought us long and deep experience of policy and evidence, a highly effective ability to present the case for impact evaluation and an enviable ability to combine a collegial approach with asking searching questions.

In 2016, we will reflect on how 3ie should develop beyond the current strategy, which runs to the end of this year. In a rapidly changing world, the issues are complex and important and we need to ensure that we carve out our role in the processes towards achieving the sustainable development goals (SDGs). I am certain that we have the elements in place, not least in our excellent staff and in our growing network of members and stakeholders, to make 3ie even more relevant and useful over the longer term.

**Richard Manning**

# Letter from the executive director



**Emmanuel Jimenez**  
3ie Executive Director

As the new 'kid' on the block, I spent much of the past year listening – to donors, development experts, partners and staff. In these conversations, I learnt a lot about 3ie, most of it validating the strengths that my predecessor, Howard White mentioned in last year's letter. 3ie has a well-defined brand built on its market niche as a funder that focuses on generating high-quality evidence on development programmes. With generous funding from our donors, we have produced high-quality, policy-relevant impact evaluations and systematic reviews that are increasingly being used to improve programme design, implementation and policy. 3ie is vastly different today than when it started and I am convinced that the development community is better as a result.

In the past year, 3ie has continued to build on these strengths. Let me highlight a few examples that impressed me in this report. First are the stories of how 3ie's evidence is making a difference in decisions affecting the lives of poor people in countries such as Malawi, Vietnam and Zimbabwe. These examples show how 3ie is using the analysis of baseline data to inform implementation and ensuring the research is relevant throughout the life of a programme.

The report also highlights how 3ie has continued to evolve its reach and its methods in improving the quality and uptake of evidence. The Thematic Windows are broadening into new areas where the evidence base has been weak. We are examining the effectiveness of innovative ways to engage communities in increasing immunisation coverage; responses to humanitarian emergencies; transparency and accountability measures in the governance of natural resources; agricultural risk; and interventions and ways to improve adolescent lives. The newly launched Development Priorities

Window will generate evidence in particular sectors – environment, governance, infrastructure and public finance – where there is a shortfall in rigorous evidence.

3ie innovations in its product portfolio includes the popular evidence gap maps (EGM), which present an interactive visual image of where there is evidence and where there is not for a particular evaluation question. These are helping users of evidence decide whether additional evaluative work is needed on a particular topic.

3ie's funding of studies at the frontier of evaluation methodology has also begun to pay off. This report describes final findings of the decades-long impact of child health investments in Bangladesh and the evaluation of new deliberative democracy measures in Tanzania.

3ie leverages its influence beyond individual studies by promoting the generation and use of rigorous evidence. The report spotlights how its four-year-old replication programme is navigating the sensitivities of revisiting well-accepted research results to ensure their robustness and validity. 3ie's repository of all impact evaluations that have been published since 1980 is being widely accessed as a global resource. This year 3ie staff and grantees were also deeply engaged in activities for the Year of Evaluation, where they promoted rigorous methods as integral to assessing development programme effectiveness.

As I get to know my colleagues, I can only say that the staff vignettes in this report provide only a glimpse of their dedication and range of talents. It's been a pleasure and privilege to serve with them.

On behalf of everyone at 3ie, I would like to thank Philip Davies, who retired late last year as head of our London office. His substantive

contributions in leading our synthesis work and his camaraderie are sorely missed. We welcome Edoardo Masset, his able replacement from the Institute of Development Studies, who joins the senior management team.

And finally, the report highlights the growth in representation of L&MIC governments and partners in our membership, which is a gratifying indicator of the increasing demand for evidence. Their participation is already infusing our governance bodies with their perspective as users. I would also like to thank four board commissioners who welcomed me when I joined in early 2015 and who have since stepped down. Christopher Whitty, Jeannie Annan, Jodi Nelson and Nafis Sadik, along with chair Richard Manning and the other serving commissioners, were very generous with their support and advice. I welcome Alex Ezech, Elizabeth King, Patricia Rader and Ruth Levine as their able replacements.

In closing, I note that my conversations have also revealed new challenges for 3ie as it transitions from start-up to a more established institution. Are global trends like the roll-out of the SDGs or the growth of impact-investing potential platforms for scaling up our work? How should 3ie's role evolve given the emerging gaps in evidence, despite the overall rise in the total numbers of impact evaluations and systematic reviews?

These are some of the bigger questions that will be addressed when we prepare the new 3ie strategy. Leading that work will be one of my top priorities. It's a task that I look forward to with excitement and anticipation.

**Emmanuel Jimenez**

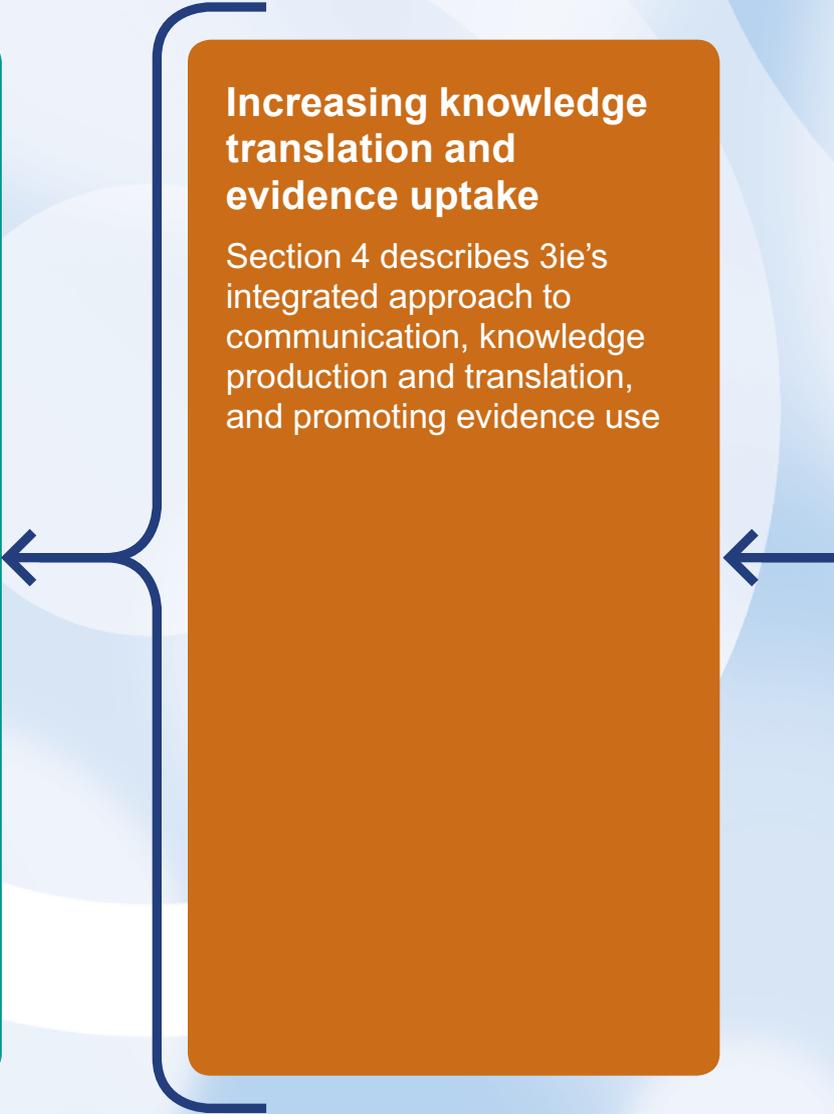
# How 3ie works

**Improving lives through better evaluation and evidence**

Section 1 showcases 3ie-funded studies that have influenced policy and programmes and 3ie’s support for policy engagement. It highlights 3ie’s role in funding replication research to help improve the reliability and quality of impact evaluation evidence used for policymaking.

**Increasing knowledge translation and evidence uptake**

Section 4 describes 3ie’s integrated approach to communication, knowledge production and translation, and promoting evidence use



## Producing better evidence

Section 2 describes the impact evaluations, systematic reviews and other evidence syntheses that 3ie funds or produces

## Supporting better evaluation

Section 3 outlines how 3ie supports its members and builds commitment to evaluation

## Building 3ie

Section 5 summarises how 3ie is building a strong and sustainable institution

# 3ie highlights from 2015

**Emmanuel Jimenez takes over as executive director of 3ie** from Howard White

3ie's **Impact Evaluation Repository** remains the largest in the world with **2,700 studies**, and the **systematic reviews database** now includes **252 published reviews**

Awarded **28 new impact evaluation grants** in **16 L&MICs**

**Launched Development Priorities Window**, focusing on **SDG sectors** that lack rigorous evidence

Published **five new evidence gap maps**

Launched a free interactive online **evidence gap map platform**

**Annual income for 2015**, including new signed agreements, was **US\$31.87 million**, bringing 3ie's cumulative income since 2008 to **US\$201.95 million**

Played **leading role in seven International Year of Evaluation events** and hosted evidence weeks in Washington, DC and New Delhi

**Awarded 82 bursaries** for L&MIC participants to attend **18 events in 11 countries**

Social media presence **more than doubled**

Completed **first year** of successful operation as a **branch office in India**

Published **39** impact evaluations, **9** systematic reviews, **1** systematic review summary, **2** working papers, **9** replication papers, **3** scoping papers, **3** policy briefs and **2** gap map reports

**Nine new members** joined, bringing total membership to **41**, of which **23 are L&MIC members**

Initiated **member experience project** to understand current and former members' perspectives and to improve member engagement and retention

### Projects per country

- Agriculture and rural development
- Economic policy
- Education
- Education and primary health
- Environment and disaster management
- Financial and private sector development
- Governance
- Health, nutrition and population
- Social protection
- Urban development
- Water and sanitation



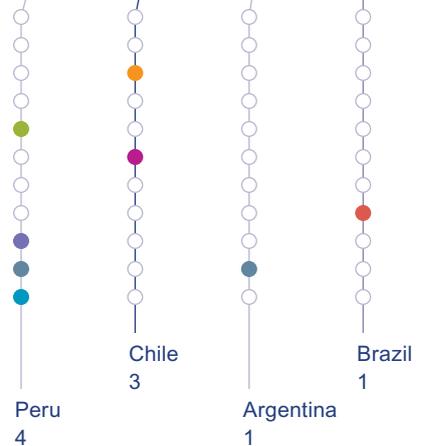
# 3ie around the world

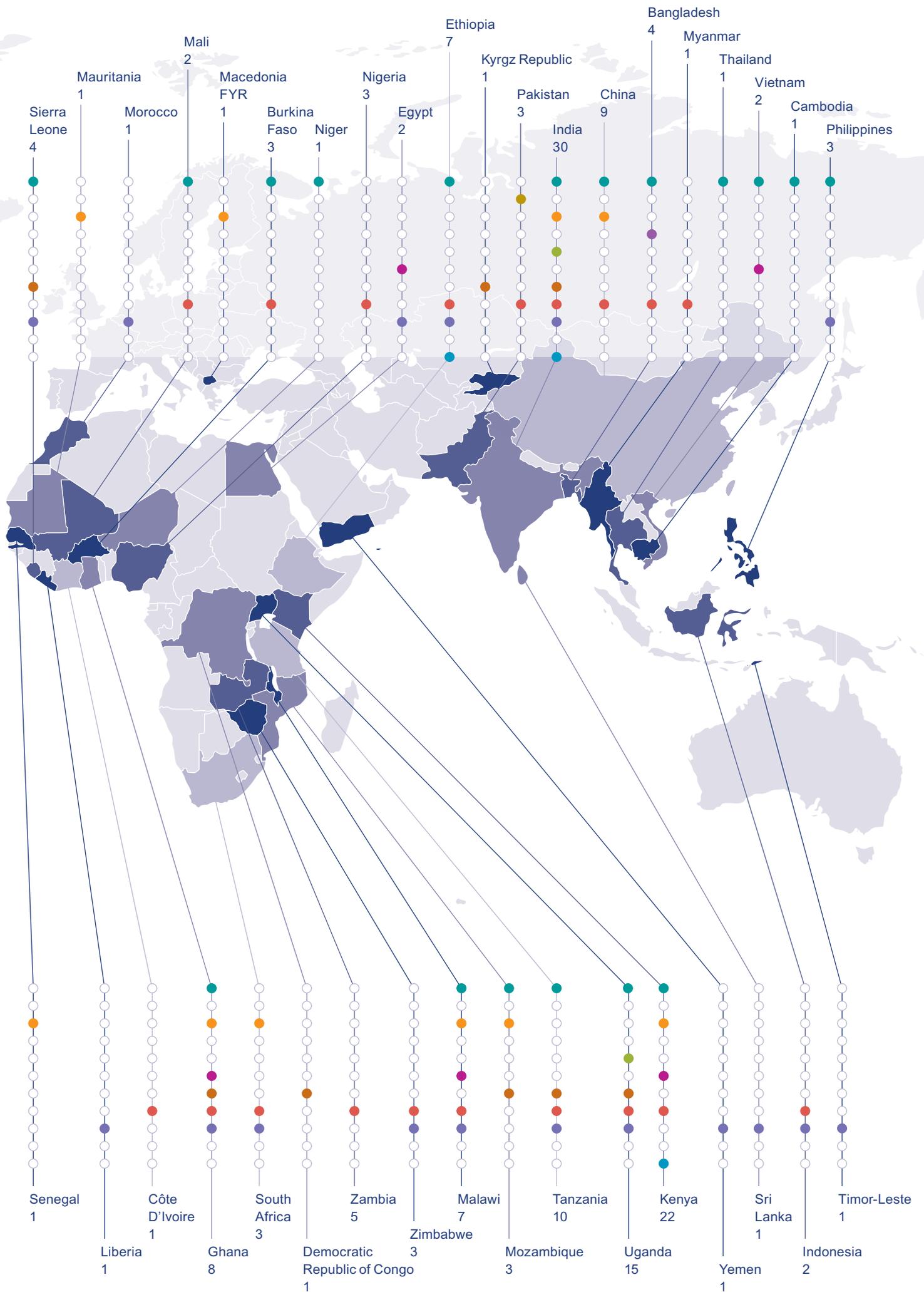
## Map of funded projects

3ie has committed a total of US\$98,707,546 for all grant windows as of December 2015.

### Projects per country

- Agriculture and rural development
- Economic Policy
- Education
- Education and primary health
- Environment and disaster management
- Financial and private sector development
- Governance
- Health, nutrition and population
- Social protection
- Urban development
- Water and sanitation







**Christine Guwatudde Kintu**  
Office of the Prime Minister,  
Uganda

“ 3ie provides a valuable network of experts and a much-needed space for policymakers to have conversations about evaluation. In 2015, Ugandan policymakers visited 3ie members in Colombia and Mexico to strengthen our evaluation by learning best practices from them. ”

# 1 Improving lives through evidence-informed policymaking and programming

## Evidence use from 3ie-funded studies

3ie-funded studies generate evidence that help improve decision-making in more than 47 low- and middle-income countries (L&MICs). Below are examples of evidence uptake from 3ie-funded studies in 2015.

### Using data to inform investment climate reform in Malawi

The Government of Malawi, while implementing investment climate reforms such as the new Business Registration Act, wanted to know the characteristics of informal firms. They required the information to help them decide on a turnover threshold, above which registration of firms could be made mandatory. In an ongoing 3ie-funded impact evaluation by Innovations for Poverty Action (IPA), researchers collected data on turnover from over 7,250 enterprises in Malawi as part of their baseline study. The government has used the data to help inform discussions on investment climate reforms in the country.

### Strengthening implementation of cash transfers in Zimbabwe

The government of Zimbabwe's Harmonised Social Cash Transfer (HSCT) programme targets ultrapoor households with labour constraints or high dependency ratios. Researchers from the University of North Carolina are investigating the economic impact of the programme on target

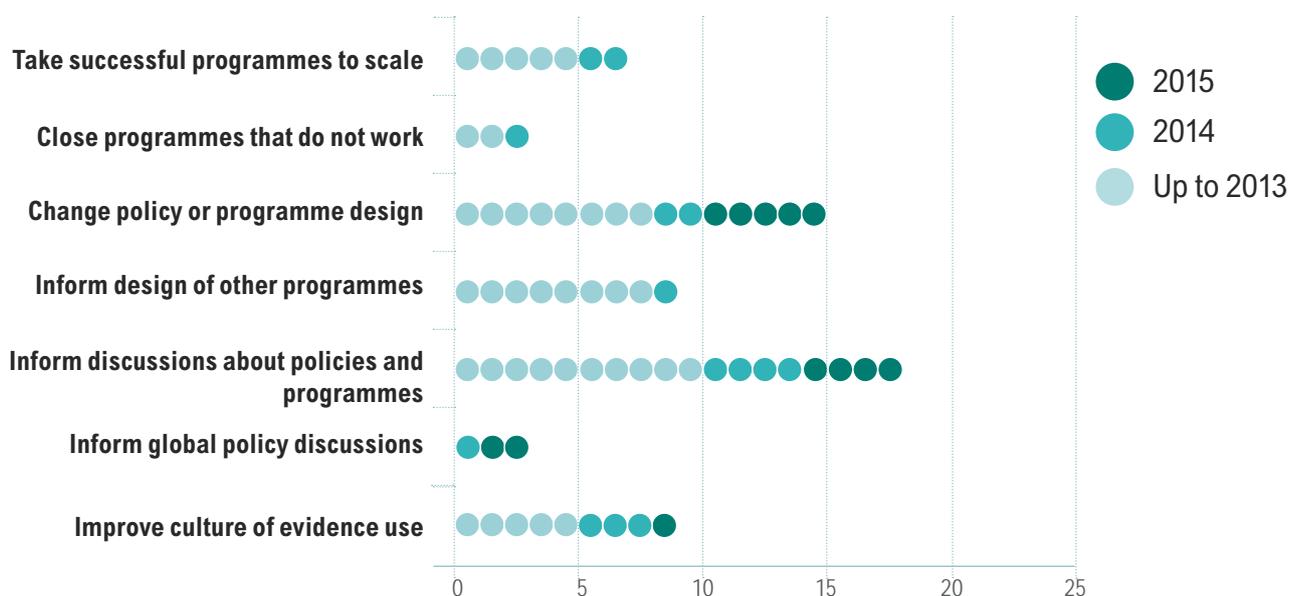
households and the local community. An initial report by the research team pointed to implementation issues on the ground stemming from a lack of coordination between the programmes that the Ministry of Education and the Ministry of Labour and Social Services implemented. Government is now considering drafting a Memorandum of Understanding between the two ministries that work with HSCT beneficiaries, if they qualify for the education programme. The government officials and researchers are also co-authoring a chapter about their HSCT partnership in a forthcoming book on social cash transfers in Africa, which will be published by Oxford University Press.

### Integration of financial training to strengthen impact of microcredit lending in Vietnam

A recently concluded study by the Centre for Development Studies of the University of Groningen in collaboration with Tao Yeu May (TYM) Fund, a large microfinance institution in northern Vietnam, assessed the impact of providing business training to its clients. The study found positive impacts of the training on knowledge, uptake of new business practices and increased profits over time. Encouraged by the results, TYM has decided to integrate business training into its centre meetings, beginning with training on cash management. They also plan to modify their training content based on the study recommendations and scale up the full training module.

**Figure 1**

**Policy impact of 3ie-funded impact evaluations**



**Using evidence to improve agricultural productivity in Kenya**

Few farmers conduct soil tests to determine the impact of locally appropriate agricultural inputs and practices. An IPA research team, in collaboration with the Kenyan Agricultural and Livestock Research Organisation (KALRO), is assessing the impact of information on good agricultural practices and of inputs on the uptake of integrated soil-fertility management technologies. A baseline report showed that less than 10 per cent of local farmers had used agricultural lime, a key input to correct the high levels of acidity in the soil of the region. As a result, KALRO began disseminating information on the benefits of using lime at farmer field days. In 2015, KALRO had already organised 17 field days across western Kenya.

**Scaling up a successful pilot programme targeting the ultrapoor in Ghana**

Ghana's Graduation from Ultra Poverty (GUP) programme aims to improve the economic status of the very poor by enabling them to build businesses and become self-sufficient. This study by IPA looked at the impact of the GUP as part of a larger six-country evaluation. The researchers found that the programme increased consumption, assets and savings among participating households.

It also increased basic entrepreneurial activities, which enabled the poor to work more regularly throughout the year. These economic impacts were found to be long-lasting. The results have encouraged the Ministry of Gender, Children and Social Protection in Ghana, the World Bank and UNICEF to test the feasibility of scaling it up as part of the Livelihood Empowerment Against Poverty programme. The partnership will soon present a draft note on the programme to the Minister of Gender, Children and Social Protection in Ghana.

# Spotlight 2015



## 3ie replication programme

3ie launched the replication programme in 2012. Four years on, it has achieved many successes but also faced some challenges.

### Replication at 3ie

Replication serves policymakers and programme managers who want to ensure that the evidence they are using from a study is empirically robust and appropriately interpreted. 3ie's replication programme focuses on internal replication studies, which use the original data from an impact evaluation to address the same evaluation question, as opposed to external replication studies which repeat the intervention and conduct a new evaluation. The primary objective of internal replication at 3ie is to validate evidence for policymaking.

In designing the programme, 3ie sought to address some of the inherent tensions in replication research proactively by defining the objectives and approaches for 3ie-funded replication studies as described in 3ie's article in the *Journal of Development Effectiveness*, Quality evidence for policymaking: I'll believe it when I see the replication. This also meant establishing specific policies and processes for

communication between replication researchers, original authors and 3ie.

### Successes

3ie has now awarded 16 grants for replication research and published nine completed replication papers, all of which were subjected to 3ie quality assurance and independent external review. One objective of publishing the replication report series, which also accepts external submissions, is to ensure that all high-quality replication studies are published, regardless of the results. 3ie-funded replication studies were presented at the Agricultural and Applied Economics Association meetings and at the London School of Hygiene & Tropical Medicine, among other fora. Two 3ie-funded replication studies have also been published in a peer-reviewed journal.

In 2014, 3ie launched its third replication window, which was also the first thematic replication window, on HIV prevention. In 2015, it held the first replication post-award workshop, designed to provide feedback to researchers to improve their replication plans and provide advice on communicating with original authors.

In response to feedback from stakeholders, the fourth replication window will be thematic, with candidate studies selected by evidence users. This interest from policymakers shows that they recognise the importance of verification through internal replication.

### Challenges

Replication research generates intense debate and introspection about the methods used, research transparency and the robustness of replicability. In response, 3ie has developed stringent notification and communication policies between replication researchers and original authors to encourage open and healthy dialogues. These policies include the public posting of researchers' replication plans and the right of formal reply by the original authors, which is posted concurrently with the publication of the replication study. Despite this, while recognising the importance of research transparency, some researchers still react negatively to replication studies of their work. While recognising the importance of research transparency.

### Consultation event

In May, 3ie hosted a consultation event in Washington, DC to bring together critics and proponents of replication research and reflect on some of the lessons learnt from four years of promoting replication. The event held in Washington, DC included the presentation of two 3ie-funded replication studies, with the original author of one of these serving as discussant. Two prominent social scientists, Bruce McCullough and Brian Nosek, who have conducted well-known replication research, delivered the keynote addresses. Two other researchers presented concept papers on the definitions and purposes of different kinds of replication research and 3ie also presented its paper on challenges of changing the replication culture. The meeting ended with a panel of representatives from organisations that promote research transparency including Experiments in Governance and Politics (EGAP) and IPA.

### Innovations

Consensus emerged after a lively discussion at the consultation event that a third party should be able to access the original data and programming code from the study at the push of a button to reproduce published results. Out of this conversation, 3ie developed the idea of the 'push-button replication' project.

The project has two objectives. The first is to establish procedures and standards for push-button replication, so that original authors and replication researchers can better align their expectations and actions around this third-party verification process. 3ie completed much of this conceptual work in 2015. The second phase of work in 2016 will test whether development impact evaluations are generally push button verifiable.

### Replication in the public eye

In 2015, two 3ie-funded replication studies ignited debates, both around deworming as an intervention to promote educational outcomes and around the role of replication research and systematic reviews for evidence-informed policymaking (see box on p.21). These debates became known as the 'worm wars', which the *Chronicle of Philanthropy* ranked as one of 2015's top ten buzzwords. These debates provided important feedback for the programme.

## When replication started a war: replicating Miguel and Kremer's influential deworming study in Kenya

In July 2015, the reproducibility and robustness of Edward Miguel and Michael Kremer's well-known and influential impact evaluation of a school-based deworming programme in Kenya became the focus of intense debate in the international development community after Aiken *et al.*'s publication of their 3ie-funded replication studies in the *International Journal of Epidemiology*. It was coupled with responses from the original authors and the replication researchers. There was also a synopsis of a systematic review of deworming evidence. The journal also included an editorial acknowledging 3ie for its role in facilitating replication research.

The original study, published in 2004, found that deworming has a significant impact on reducing worm infections and increasing school attendance. It was hugely influential in development economics and was part of the evidence that led the Copenhagen Consensus Center ranking the deworming of children as fourth among the sixteen most cost-effective investments to overcome the world's biggest challenges in 2012.

The replication study reproduced the economists' analysis from an epidemiological perspective. This two-part, 3ie-funded replication study included a pure replication that re-examined the coding and methodologies used by the original authors in their publication. In the second part, researchers applied alternative analyses to the original research effort, including testing alternative estimation strategies and an examination of the causal chain to see how the conclusions reached compared with those of the original study.

Social media and international development media outlets were soon abuzz with commentaries and opinions. Key points of contention included the methodology to



measure positive spillovers and the risk of bias assessments in the replication studies.

Researchers from the World Bank, Columbia University, University of California, Berkeley and Oxford University discussed the processes and the results. Media outlets including Buzz Feed, The Guardian and BBC News reported on the findings. 3ie's Benjamin DK Wood wrote a blog on the importance of 3ie's replication programme and the replication process, while Macartan Humphreys at Columbia University reanalysed the original paper and the replication studies. David Evans of the World Bank compiled an anthology tracking the entire debate, which was published on the Development Impact blog.

The debate on the deworming study sparked off a larger conversation about 3ie's replication programme, both by increasing its exposure and testing its processes. While replication studies continue to be a sensitive research area, 3ie remains committed to promoting the validation of influential, innovative and controversial impact evaluations being used in policymaking in developing countries.



**Felipe Castro Pachón**  
National Planning Department,  
Government of Colombia

“ We used 3ie’s Policy Window to bring in international impact evaluation experts to build the capacity of some Colombian firms to do the evaluation. This helped us identify challenges posed by different evaluation methods; have more rigorous evaluation designs; and get expert feedback on designs and methods. We also used more innovative methods and increased the visibility of Colombian evaluations in the international academic community. ”

## 2 Producing better evidence

### Impact evaluations

Since its inception in 2008, 3ie has completed 63 impact evaluations, of which 26 were completed in 2015. The number of completed studies is increasing steadily, reflecting the growth in 3ie grant-making overall.

In 2015, 28 new impact evaluations were initiated across various sectors. 3ie believes that one of the best ways to improve evidence is to learn from previously funded studies and adapt grant-making practices accordingly. Through its flexible funding windows, 3ie meets the changing demands of policymakers and programme managers who need good evidence on emerging and high-priority issues.

### Thematic Windows

3ie's Thematic Windows respond to funders' demands for a larger evidence base of what works in specific sectors. 3ie Thematic Window grant programmes typically start with a consultative process that includes a scoping study to identify the current state of evidence in a particular sector. In 2015, 3ie launched six new Thematic Windows in response to requests from funders. Two of these windows stem from 3ie contracts to work with the Water Supply and Sanitation Collaborative Council (WSSCC) on sanitation and hygiene, and UNICEF and the IKEA Foundation on adolescents' lives.

### Seeking evidence to inform real-world questions

3ie supports innovative evaluation approaches to inform how best to tackle real-world development problems. A Thematic Window on increasing immunisation coverage, for instance, tests innovative approaches to engaging communities in increasing immunisation coverage. This will generate valuable new evidence on what works, testing the feasibility and effectiveness of these approaches and enabling their scale-up. In 2015, this window funded seven evaluations.

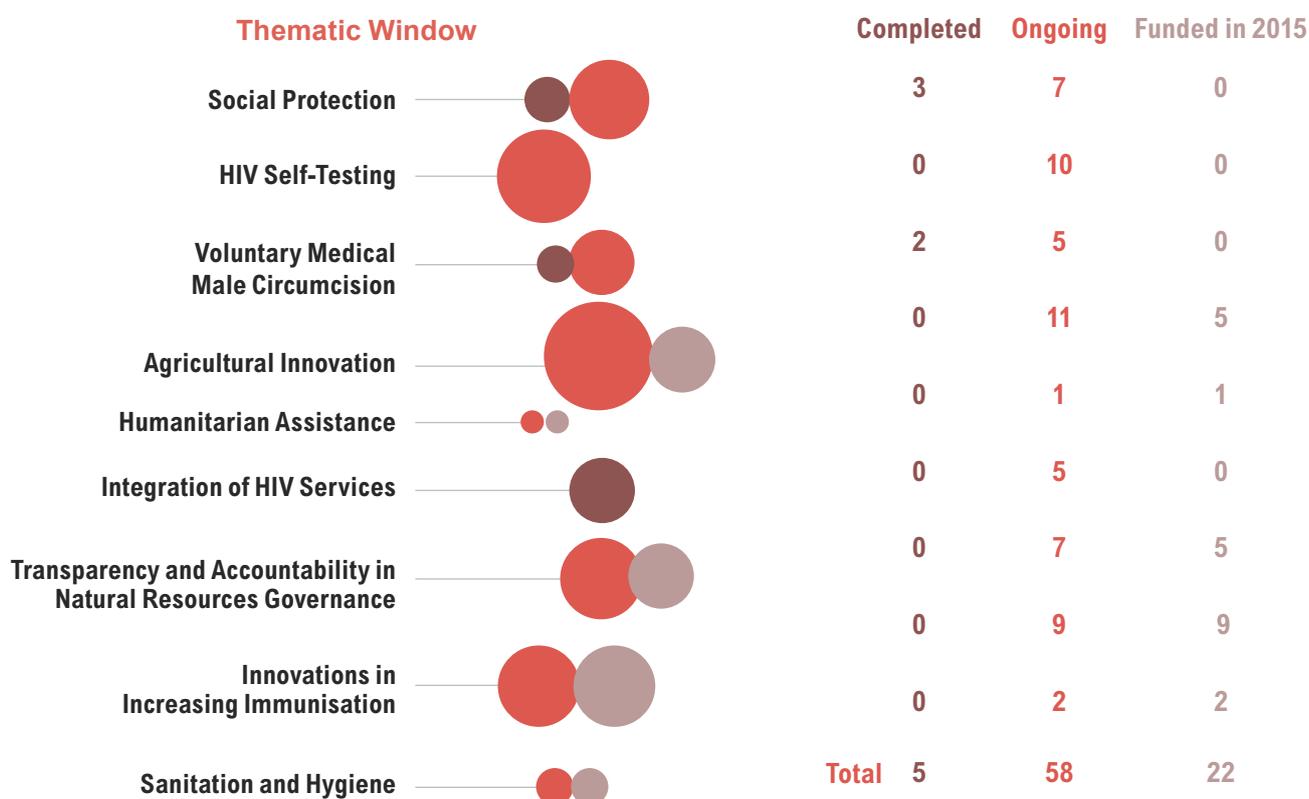
In 2015, 3ie launched a Thematic Window to assess the impact of hygiene and sanitation programmes. This will improve accountability and increase the effectiveness of sanitation and hygiene interventions to reduce mortality and morbidity and increase the welfare of people across L&MICs.

### Starting a new window on agricultural risk

3ie is working towards plugging the gaps in evidence on the effectiveness of financial instruments in reducing, mitigating and transferring risks faced by smallholder farmers in L&MICs. Responding to demand for new evidence in agricultural risk mitigation, a scoping study is now under way. The findings will inform a new Thematic Window that will be launched in 2016. 3ie plans to fund seven impact evaluations under this window.

**Figure 2**

Distribution of impact evaluations across Thematic Windows



## Social Protection Thematic Window

Social protection is the provision of securities or measures that produce better risk-mitigation, risk coping and risk reduction outcomes for poor and vulnerable populations. Launched in 2011, the Social Protection Thematic Window was 3ie's first thematic window. The studies funded examine interventions focusing on risk reduction and/or coping mechanisms, interventions for risk prevention and initiatives that promote opportunities such as job creation and training.

With support from the Department of International Development (DFID), 3ie has awarded ten grants to research teams totalling US\$4.6 million to evaluate key social protection interventions in Africa, Asia and

Latin America. The interventions evaluated include conditional and unconditional cash transfers, youth training programmes and other public works programmes. Three studies have been completed, including an evaluation of an e-governance initiative for a public works programme in India; a study comparing the impacts of food and cash transfer modalities in Uganda and Ecuador; and a study of the different effects of conditional and unconditional cash transfers on livelihoods and forest conservation in post-conflict Sierra Leone.



## Innovations to increase the demand for voluntary medical male circumcision

In 2015, 3ie closed all its grants under a Thematic Window set up to identify innovations to help boost demand for voluntary medical male circumcision (VMMC) in Sub-Saharan Africa, which has been found to lower HIV incidence. This thematic window was designed to fund the pilot interventions and test them with rapid impact evaluations.

3ie funded seven studies to address hypothesised financial and emotional constraints to VMMC. The piloted interventions drew on general approaches such as behaviour change communication, financial incentives and nudges. Studies from Zambia and Uganda suggest that the impact that peers and intimate partners can have on encouraging circumcision appears to be limited. An exception may be sports-based interventions using role models, which produced positive results in Zimbabwe. Studies in Tanzania and Kenya show that material incentives using a lottery or raffle intended to nudge men to undergo circumcision

do not seem to have an impact, but financial incentives framed as compensation for costs incurred due to circumcision had a positive impact on uptake in Kenya and South Africa.

Additional evidence from an intervention in South Africa suggests that how information about male circumcision is framed and presented can also positively affect uptake. 3ie highlighted this project in a video launched on World AIDS Day that included interviews with the study team, patients, clinic staff and policymakers. All studies will be featured in a forthcoming special edition of the *Journal of Acquired Immune Deficiency Syndrome* to be published in 2016.



## Open Window

The Open Window (OW) funds impact evaluations of a socio-economic development intervention in L&MICs. There have been four rounds of grant-making under this window, with 89 grants given for impact evaluations in 30

L&MICs, making it one of 3ie's most popular grant-making initiatives. While new OWs remain an option for the future, 3ie launched the Development Priorities Window in December 2015 to generate evidence on topics where there is paucity of evidence.

	Closed grants	Ongoing grants	Grants closed in 2015
OW1	15	2	3
OW2	22	8	8
OW3	9	13	3
OW4	2	18	0
<b>Total</b>	<b>48</b>	<b>41</b>	<b>14</b>



## Development Priorities Window

3ie launched its newest funding window, the Development Priorities Window in December 2015. It aims to fill gaps in high-quality evidence in sectors where evidence is scarce. In the first round, 3ie focused on impact evaluations across four sectors that are key to the new SDGs: environment, governance, infrastructure and public finance. 3ie will make up to 18 awards totalling US\$7.5 million.



**Tara Kaul**  
Evaluation Specialist  
New Delhi

As a development economist, I find working at 3ie really exciting. It gives me the chance to interact with world-class researchers, government representatives and NGOs from around the world who are looking for ways to solve development problems by increasing the effectiveness and impact of programmes.

In my role as an evaluation specialist, the portfolio of grants I manage is global and covers many topics. Over the year it's been fantastic working with multiple agencies in the Philippines, developing the Philippines Country Policy Window. As well as engaging with different government departments through workshops,

policy events and impact evaluation courses, We are now supporting programme evaluations on livelihoods support, peacebuilding and youth employment in the Philippines. Another exciting challenge was working on the Humanitarian Assistance Thematic Window, supporting studies across seven countries.

The policy environment is changing and many countries are increasingly receptive to the idea of using research to create more effective policies and programmes and improve outcomes. I look forward to continuing to contribute to 3ie's mission of championing evidence-based policymaking.

## Policy Window and Country Policy Window

The 3ie Policy Window funds mixed-method impact evaluations commissioned by 3ie members and their implementing agencies to answer questions about their interventions. In 2015, there were three new Policy Window grants, two in China and one in Kenya.

Under the Bihar Policy Window, 3ie has awarded two grants for evaluations of initiatives under Sector Wide Approaches to Strengthen Health (SWASTH) in Bihar, India, in collaboration with Care UK and DFID.

The Country Policy Window is a funding modality to stimulate demand for impact evaluations on issues of national importance and bring together country-level donor offices, implementing agencies and researchers through ongoing dialogues and capacity building. These activities help generate evidence on issues of national importance and institutionalise commissioning, implementing and using evidence.

In 2015, 3ie funded a grant under the Philippines Country Policy Window. A capacity-building workshop funded by the Department for Foreign Affairs and Trade (DFAT) Australia was held to promote the use of evidence by policymakers and programme managers. The workshop was

attended by cabinet-level officials of the Philippines government amongst others.

The Uganda Country Policy Window is the result of a collaboration with 3ie member, the Office of the Prime Minister of Uganda, with support from DFID. Launched in July 2015, the window aims to improve welfare outcomes by producing more rigorous evidence and building the government's capacity to use it. 3ie has funded four process evaluations and disbursed proposal preparation grants for impact evaluations in key sectors that the government identified, including family planning, local governance, public service delivery and youth livelihoods.

## Responding to new global goals

The SDGs are a new, universal set of goals, targets and indicators that all UN member states will use to frame their development agendas and policies over the next 15 years. In 2015, 3ie conducted an internal analysis of the SDGs in relation to its own grant-making. 3ie mapped its complete and ongoing impact evaluations, systematic reviews, and evidence gap maps (EGMs) across the SDGs to understand to what extent 3ie-funded research addressed them. In all, 233 3ie-supported studies were assessed against the SDG indicators. The analysis showed that these grants inform poverty eradication and generate high-quality, timely and reliable data.



However, it was found that more attention needs to be given to areas such as climate change and making cities inclusive, safe and sustainable. To be relevant to the SDGs, 3ie will need to lead methodological development and innovation and ensure that impact evaluations measure agreed equity and inclusiveness objectives.

### 3ie-supported impact evaluations in focus

#### Thirty-five years later: evaluating the impacts of a child health and family planning programme in Bangladesh

##### Research team

Tania Barham, Jane Menken, Abdur Razzaque, Randall Kuhn

##### Context

Improving the health and nutrition of young children is important not only for their immediate well-being, but it is also believed to reduce poverty in the long run through improved human capital. Many programmes, such as Head Start and Conditional Cash Transfer programmes, rely on this postulated link. However, little is known about the long-term effects of programmes to improve health and nutrition in the early years of childhood, particularly on human capital in adulthood.

##### Impact evaluation

This study examined the effects of the Matlab Maternal and Child Health and Family Planning (MCH-FP) programme that started in 1977 in rural Bangladesh. The evaluation measured these impacts 35 years after the programme started in the area of Matlab. Treatment and comparison areas were built into the design of the programme, which was phased-in over time, starting with family planning and maternal health. Measles vaccinations began in 1982 and other child health interventions were included in the programme in 1986.

The study took advantage of the quasi-experimental design and the phasing-out of the programme over time to examine its effect on cognitive functioning and height in adulthood for those who were born during the experimental period.

##### Findings

- The MCH-FP programme led to important and sustained effects on a person's height through adulthood.
- The programme resulted in effects on cognitive functioning through late childhood, which did not persist through adulthood.
- The different results in height and cognition highlight that physical growth and cognitive development may be affected differently by one's environment and do not necessarily follow each other.



## Deliberative democracy and resource rents in Tanzania

### Research team

Nancy Birdsall, Justin Sandefur, Mujobu Moyo

### Context

In 2010, Tanzania discovered natural gas reserves off its southern coast worth roughly 15 times its annual gross domestic product. A central challenge for the Tanzanian government was how to ensure that the resulting windfall revenue strengthened rather than undermined their fledgling democratic systems. By developing appropriate programmes, they hoped to avoid the ‘resource curse’ that has bedevilled other countries with already weak governance institutions.

### Impact evaluation

This study addressed the question whether making information available to citizens at various levels of intensity would affect decision-making at the political level.

The study team conducted deliberative polling – a form of political consultation that combines public opinion research and public deliberation to project the probable public opinion on a particular issue – among a nationally representative sample of Tanzanians.

The evaluation tested the ability of Tanzanian voters to formulate coherent views on a range of options for the use of gas revenues – including a sovereign wealth fund, revenue sharing with regional or district governments and direct distribution in the form of cash transfers to individuals.

A sample of 2,000 citizens were randomly assigned to treatment groups. One group was invited to watch a documentary on natural gas policy options and interact with experts over two-days in Dar es Salaam, while another group was only shown the documentary. A third group was assigned as the control group.

### Findings

- Results showed that deliberative polling generated a measurable increase in knowledge about the gas sector.
- There was an increase in support for the sale of natural gas and a reduction in support for energy subsidies.
- No change was observed in support for saving versus spending of gas revenues.
- Support for direct cash distribution of the revenue from natural resources to citizens declined, while support for spending on social services as opposed to infrastructure increased.



- There was also a marginal increase in support for transparency and oversight measures.
- The treatment group that only received information showed no significant impacts.

The survey conducted among policymakers revealed that they aligned their views with citizens. This shows that deliberative polling helped create an accountability loop in which policymakers, who were more informed about citizens' views, were likely to make decisions that closely resembled the preferences of a majority of citizens.

### Targeting the ultra poor: an impact evaluation of BRAC's Graduation Model in Ghana

#### Research team

Abhijit Banerjee, Dean Karlan, Robert Osei, Bram Thuysbaert, Christopher Udry

#### Context

Programmes aimed at raising household-incomes of the ultrapoor or offering them credit were not very successful in the past. However, more recently, several non-governmental organisations (NGOs) have supported programmes that foster a transition to more secure livelihoods. These combine complementary approaches into one comprehensive programme that may help spur a sustainable transition to self-employment.

#### Impact evaluation

Researchers conducted a randomised evaluation to test the impact of a two-year comprehensive livelihoods programme, the Graduation from Ultra Poverty (GUP), on the lives of the ultrapoor in northern Ghana. They first randomly assigned villages composed of 2,606 households to one of two groups. One group served as a pure comparison group and was not offered the programme. In the other group, 666 households were randomly assigned to receive the programme. The other half of the households in that group did not receive the programme, and served as a sub-comparison group to measure spillover effects on non-participating households living nearby. The programme consisted of six complementary components, each designed to address specific constraints that ultrapoor households face. These included transfers of productive assets such as livestock or goods, technical skills training, consumption support such as weekly cash transfers to households during lean season, health education, creation of savings accounts and home coaching visits.

#### Findings

- Average total monthly consumption among treatment households showed an 11 per cent increase over households in the comparison group.



**Jennifer Stevenson**  
Research Associate  
London

Since joining 3ie's London office in 2012, I have learnt a lot from working in a young and energetic international organisation. The synthesis and reviews team is a small group of passionate researchers committed to improving development effectiveness through systematically examining the evidence on an issue. I have been building 3ie's systematic review database, and have contributed to several evidence gap maps on education, climate change adaptation and productive safety net interventions. I have also supported our grantees and

organised 3ie's first ever Evidence Week in London, a series of events promoting the use of evidence in international development.

The highlight has been working on a large systematic review of interventions to improve children's school participation and learning in L&MICs. We have synthesised findings from impact evaluations along the causal chain and used the qualitative evidence base to improve the generalisability of the findings. It has been exciting to see the positive responses from policymakers.

- Households in the treatment group experienced a 91 per cent increase in non-farm income, as well as significant gains in livestock revenue.
- However, households that participated in the programme did not report feeling significantly less stressed or happier than households in the comparison group.

#### **Policy impact**

The Ministry of Gender, Children and Social Protection in Ghana, the World Bank and UNICEF are using the findings to test the feasibility of scaling it up as part of the Livelihood Empowerment Against Poverty programme that is being implemented across several African countries.

### **3ie systematic reviews and synthesis products**

Systematic reviews have replaced traditional literature reviews and expert commentaries as a way of summarising research evidence in a rigorous way. By collecting and synthesising evidence on the effectiveness of programmes in different countries, systematic reviews draw conclusions on what works in general and in each specific context, and why. They are an invaluable tool for guiding policymaking.

In 2015, 3ie published nine systematic review technical reports that covered agriculture and rural development; education; health, nutrition and population; social protection; water and sanitation; and urban development. A systematic review summary was published of a review of the adoption of water, sanitation and hygiene (WASH) technologies. The seven published protocols covered energy, and environment and disaster management. 3ie also quality assured one systematic review report and two protocols as the secretariat for the Campbell Collaboration's International Development Coordinating Group. The full list of these publications can be found in Appendix D.

In 2015, the Synthesis and Reviews Office also funded three systematic reviews on water and sanitation with the support of WSSCC and the United States Agency for International Development (USAID). The topics covered included the life-cycle approach in the design implementation, maintenance and use of WASH programmes from 2000 to 2015; the effectiveness of behaviour change promotion programmes; and the comparative efficiency and effectiveness of providing humanitarian in-kind distributions in the immediate aftermath and recovery period following natural disasters and political instability.

## Evidence gap maps

EGMs continue to be in high demand among donors, policymakers and development practitioners. EGMs are displayed on an interactive and user-friendly platform on 3ie's website that was launched in early 2015 to instant popularity. The platform allows users to navigate existing evidence through summaries of impact evaluations and systematic reviews on the 3ie evidence portal. For donors and researchers, EGMs help identify important gaps that can inform a strategic approach to commissioning and conducting research. In 2015, 3ie published five EGMs on education; peacebuilding; productive safety nets; water, sanitation and hygiene; and youth and transferable skills.

The Japan International Cooperation Agency commissioned an EGM on WASH interventions in L&MICs that included 23 systematic reviews and 139 impact evaluations. The map highlighted key areas where evidence is currently limited – the lack of synthesised evidence on whether programmes change WASH-related behaviours; and the need for more primary evidence on whether programmes satisfactorily meet the needs of women and disadvantaged groups. This EGM has proved popular amongst policymakers and research funders such as the Bill & Melinda Gates Foundation and the WSSCC in helping to focus research and better address evidence gaps.

To address these evidence gaps, 3ie partnered with WSSCC to fund two new systematic reviews and two new impact evaluations. The impact evaluations examine the gender-specific consequences of community-led total sanitation programmes in Bihar, India, and in Amhara, Ethiopia. The systematic reviews explore the effectiveness of sanitation behaviour-change promotion and the extent to which the design, implementation, maintenance and use of WASH programmes is gender aware.

## 3ie Evidence Gap Map Platform



The Japan International Cooperation Agency considers the evidence map and the gaps exposed in the sector of water, sanitation and hygiene quite informative and these findings greatly help us promote evidence-based practice in this sector ”

### Satoshi Shigiya

Deputy director general,  
evaluation department,  
Japan International Cooperation Agency.



## How 3ie works to commission studies in the WASH sector?



*Q&A with Hugh Waddington, WASH sector expert and senior evaluation specialist, 3ie*

### What has been 3ie's contribution to improving evidence in the WASH sector?

Rigorous evaluations of WASH programmes have existed since at least the 1970s, well before evaluation took off in other development sectors. So 3ie had a strong evidence base to draw on, when we did our first in-house systematic review of WASH interventions in 2009. Since then, 3ie has commissioned over 15 evaluations of WASH programmes in countries, including Bangladesh, Ethiopia, India, Kenya, Peru and Thailand, along with a further six systematic reviews on topics such as willingness to pay for clean water and the effectiveness of WASH in humanitarian contexts. We have also produced an evidence gap map that shows where rigorous evidence exists to inform policy actions and also a lot of gaps in the evidence base that need filling!

### How is 3ie working to promote WASH-sector work?

3ie works cohesively to generate and synthesise evidence, translate knowledge from that evidence for user groups, and also promotes uptake among policy and programming organisations. 3ie collaborated with the WSSCC to commission and support impact evaluations and systematic reviews. The Evaluation Office, Synthesis and Reviews Office and Policy, Advocacy and Communications Office worked hard to put policymakers at the heart of these studies, including working directly with WSSCC staff and with grantees to develop stakeholder engagement plans. We are also promoting evidence uptake through policy briefs and blogs on topics such as 'Making WASH behaviour stick'. We work closely with colleagues in the Washington office to commission evidence synthesis studies from funders such as USAID to ensure evidence is included in our Impact Evaluation Repository.

### How has this work influenced WASH policies and programming?

The WASH systematic review came out at the end of the International Year of Sanitation in 2008, and since then, it has had a major impact on policy. It has been used in evidence papers and briefs by AusAID, DFID, Interaction, OECD-DAC, UNICEF, WHO, the World Bank and World Vision. 3ie also works with other organisations such as the African and Asian Development Banks, Dasra Foundation, Oxfam and Results for Development to quality assure studies and deliver training on evaluation for WASH programmes.



## 3ie-supported systematic reviews in focus

### Interventions for improving learning outcomes and access to education in low- and middle-income countries: a systematic review

#### Research team

Birte Snilstveit, Jennifer Stevenson, Daniel Phillips, Martina Vojtkova, Emma Gallagher, Tanja Schmidt, Hannah Jobse, Maisie Geelen, Maria Pastorello, John Evers

#### Context

This is the largest and most comprehensive summary of what works in education in L&MICs attempted to date. While reviews have examined the relative effects of multiple interventions, this one identified 21 different types of education interventions and reviewed the effectiveness of each in improving access to education and learning outcomes.

#### Systematic review

The authors synthesised impact evaluation evidence for each intervention type and, where available, qualitative and implementation data related to included quantitative studies. In total, 238 impact studies corresponding to 216 different education programmes were included in the review.

#### Findings

- Most interventions had an overall positive effect with variation between outcomes. For example, cash transfer programmes have the largest and most consistent effect on school participation, but negligible effects on learning.
- Community-based monitoring, school feeding, and new schools and infrastructure programmes also have promising effects on school participation in some contexts.
- Structured pedagogy programmes had the largest and most consistent effects on learning outcomes; merit-based scholarships, extra time and remedial education appeared promising in some contexts.
- The impacts of other interventions such as computer-assisted learning, deworming and school-based management are less obvious, as the evidence suggests small effects in many contexts.
- From a policy perspective, these results provide strong evidence that cash transfers and structured pedagogy are the most effective in improving school participation and learning respectively. However, there is a range of barriers to improving children's education outcomes; hence in some contexts it may be necessary to implement programmes that can address barriers in more than one area.



**Economic self-help group programmes for improving women’s empowerment: a systematic review**

**Research team**

Carinne Brody, Thomas de Hoop, Martina Vojtkova, Ruby Warnock, Megan Dunbar, Padmini Murthy, Shari L Dworkin

**Context**

This review focuses on the effectiveness of self-help groups (SHGs) in promoting women’s empowerment. SHGs are small voluntary groups that aim to achieve social change, often focusing on particular ways to empower their members. Economic SHGs specifically offer women access to collective finance including savings and loans, group credit, income-generation and micro-insurance.

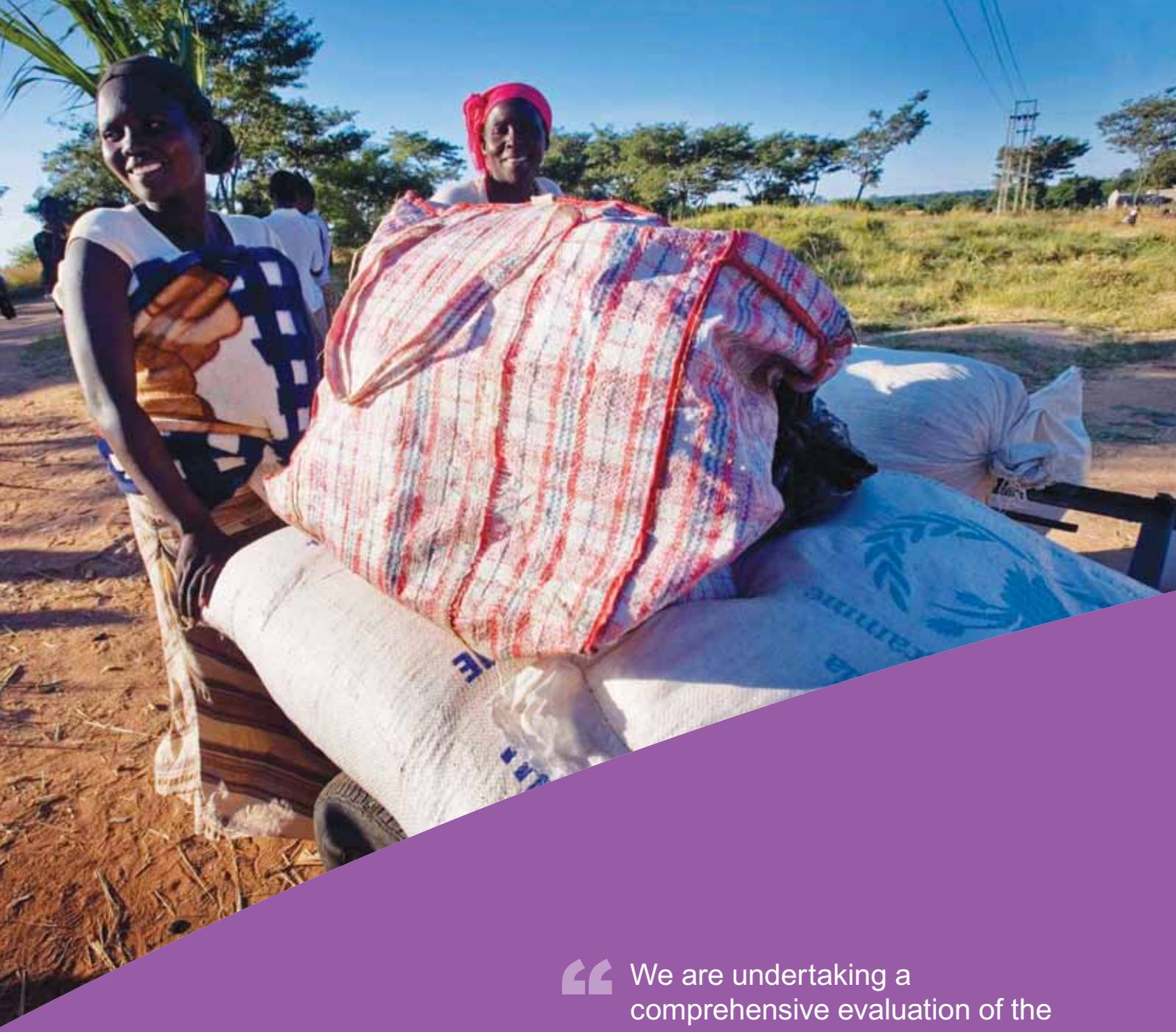
**Systematic review**

The authors used a mixed-methods approach, including evidence from 23 impact evaluations and 11 qualitative studies to identify whether these interventions work and why.

**Findings**

- Women’s economic SHGs have a positive impact on their economic, political and social empowerment.

- There is no evidence for adverse consequences on domestic violence in the long run.
- The review did not find positive effects on psychological empowerment.
- The qualitative synthesis suggested that observed positive effects on empowerment are achieved through various pathways: familiarity with handling money; financial decision-making; improved social networks; and an increase in respect within the household and/or community.
- There was a lack of participation observed among the poorest of the poor.
- The findings indicated that donors should consider funding women’s SHGs to stimulate economic, political and social empowerment. To promote participation by the poorest of the poor, the review suggested targeting programmes to address barriers such as class or caste.



**Rakesh Nangia**  
Evaluator-General,  
African Development Bank

“ We are undertaking a comprehensive evaluation of the development results of the last decade of the Bank’s operations in Africa. We are also beginning to mainstream impact evaluations in our future work programme. We will benefit from 3ie’s resources and know-how to strengthen our in-house expertise and provide better support to the team of evaluators. ”

# 3 Supporting better impact evaluation

## Professional services

3ie's professional services help build capacity in international organisations, donors, implementing agencies and NGOs to commission and consume evidence generated through impact evaluation.

The demand for professional services continued to grow in 2015. 3ie provided capacity-building services to UNICEF: conducting workshops in Kathmandu, New York and Phnom Penh for UNICEF staff working in monitoring and evaluation, social protection and other areas. UNICEF has now selected 3ie for a long-term agreement in capacity building for impact evaluation, which will allow UNICEF to regularly engage 3ie in impact-evaluation training of its staff.

In 2015, 3ie completed two scoping reports, both of which included evidence maps. The first one was on evidence for peacebuilding in collaboration with IPA, with funding from the World Bank; the second report was on youth and transferable skills, with funding from the MasterCard Foundation and the MacArthur Foundation.

3ie's professional services programme has also been adapting itself to better respond to the demand for impact evaluation-related advisory and management services from donors, implementing agencies, international organisations and NGOs. In 2015, 3ie signed an agreement with the World Wide Fund for Nature

for an evidence gap map on forest conservation, and a guidance document on the design and management of impact evaluation of their work. The Children's Investment Fund Foundation, UK, has also asked 3ie to manage the process towards the impact evaluation of its programmes.

3ie has been approached by several organisations to manage the process to competitively select research teams and provide quality assurance for the design and implementation of impact evaluations of their programmes. 3ie provided those professional services to the following organisations in 2015:

- The International Social and Environmental Accreditation and Labelling Alliance for quality assuring their impact evaluations in the environment sector;
- Social services organisation Techno Serve for impact evaluation of its Strengthening Rural Youth Development through Entrepreneurship programme in Tanzania;
- The International Fund for Agricultural Development (IFAD) for quality assuring its ex-post impact evaluations in agriculture;
- IMPAQ International to quality assure the design of five impact evaluations on child labour; and
- The International Planned Parenthood Federation to quality assure the terms of reference for calls for impact evaluation teams and short-listing of applications.



3ie also continued to extend professional services for Cotton Connect to quality assure an impact evaluation of an organic cotton training programme in India and BBC Media Action for a feasibility study to conduct an impact evaluation of their mobile Health (mHealth) services programme in India. 3ie is now also working with the Government of India to provide advisory support including quality-assurance support to the National Rural Livelihoods Mission of the Ministry of Rural Development.

### **Building a culture of impact evaluation in West Africa**

In 2015, 3ie helped several countries in West Africa to improve their institutional capacity to undertake impact evaluations and fund impact evaluations in important sectors of the region. 3ie has been in talks with the West Africa Economic and Monetary Union, which brings together eight Francophone countries to develop the West Africa Capacity Building and Impact Evaluation (WACIE) programme. WACIE aims to produce rigorous evidence in key development sectors such as agriculture, education, health and youth employment. Following continued engagement with member countries including Benin and Senegal, four more countries – Burkina Faso,

Côte d'Ivoire, Guinea Bissau and Niger – are in the process of becoming 3ie members. Since late 2015, 3ie has been identifying potential donors to support the launch of WACIE in 2016.

### **Expert roster**

3ie's expert roster is the first of its kind in the field of impact evaluation and can help policymakers and practitioners identify experts to design and implement evaluations of their development interventions.

In 2015, 3ie's expert roster comprised 347 experts with expertise in 118 countries. India accounted for the highest number of experts at 80, followed by Mexico and Kenya. The expertise ranges across 15 sectors including agriculture, health, nutrition and population rural development and social protection.



**Nancy Diaz**  
Programme Manager  
Washington, DC

I am responsible for supporting 3ie's HIV and AIDS programme, and a large grants portfolio that totals more than US\$30 million. I work closely with evaluation specialists and 3ie grantees to make sure that the grants are on track to meet deadlines, and facilitate stakeholder engagement efforts throughout the life cycle of the grants. I also coordinate 3ie and grantee participation at various international conferences and meetings to ensure the visibility of studies we fund and their wide dissemination. But the work I enjoy most is my role as communications specialist for our HIV and AIDS Thematic Windows. In 2015, I worked closely with a production company to

develop the concept, messaging and script for a video launched on World AIDS Day, highlighting 3ie's first rapid impact evaluation under the Voluntary Medical Male Circumcision Thematic Window. This was an exciting endeavour for me, as the use of videos to showcase researchers' work is still relatively new for us. It was enlightening to be in South Africa for the filming as I had the opportunity to discuss the use of evidence to inform policy and programmes with a government representative and a programme implementer. Their insights were featured in the well-received video, which underscores the importance of 3ie's work.

## Youth and transferable skills

Transferable skills are often referred to as soft, cognitive and non-cognitive skills, such as empathy, leadership and problem-solving. These are in high demand among employers in L&MICs and there is increasing evidence that they are also associated with improved welfare. As international agencies and governments increasingly fund and implement programmes to build transferable skills for youth, more high-quality evidence is needed to inform those decisions and designs.

In 2015, 3ie completed the youth and transferable skills EGM and roundtable project as a professional service for the MasterCard Foundation and MacArthur Foundation. To assess the demand for evidence, 3ie organised an expert roundtable, convening over 24 researchers, funders, policymakers and implementers working in this field to share experiences and identify areas of concern. The participants found the EGM and event highly useful for their work.

3ie published the EGM findings and analysis in a scoping paper and the EGM methodology and findings in an EGM report, which can be

accessed on 3ie's web platform. 3ie also produced two videos exploring the EGM findings and key messages from the event which are available on 3ie's YouTube channel.



**Figure 3**

Number of impact evaluations produced by country



## Impact Evaluation Repository

3ie's Impact Evaluation Repository (IER) is an index of all published impact evaluations of development interventions. All the studies have been screened to ensure they meet 3ie's inclusion criteria. The index is a major milestone as it represents the first systematic attempt to capture all published impact evaluations in the international development sector.

The IER now contains over 2,700 impact evaluation studies with an addition of 156 new ones in 2015. The IER will soon include studies in French, Portuguese and Spanish.

In 2015, 3ie's Drew Cameron, Anjini Mishra, and Annette Brown published a paper online in the *Journal of Development Effectiveness* that used data on more than 30 years of published impact evaluations from 3ie's IER. The journal article described the evidence base from 2,259 impact evaluations carried out between 1981 and 2012 in 145 L&MICs. The paper showed that most studies are on health, education, social protection and agriculture and are concentrated in South Asia, East Africa, South and Central America, and Southeast Asia. The ten countries with the most impact evaluation publications between 1980 and 2015 were: India, China, Mexico, South Africa, Bangladesh, Kenya, Brazil, Uganda, Pakistan and Indonesia. (see figure 3).

## Bursary programme

3ie's bursary programme funds individual researchers, programme managers and policymakers in L&MICs to attend training courses and events related to impact evaluation and systematic review. The bursaries help build the capacity of individuals and their organisations to produce and use high-quality evaluation and synthesis evidence.

During 2015, 3ie funded 82 bursary awards to participants who attended 18 events in 11 countries.



We are an NGO that wants to evaluate itself: we want to prove to ourselves and we want external validation. What we have valued from 3ie membership is capacity development and networking: for instance, having staff participate in training opportunities through 3ie's bursary programme. ”

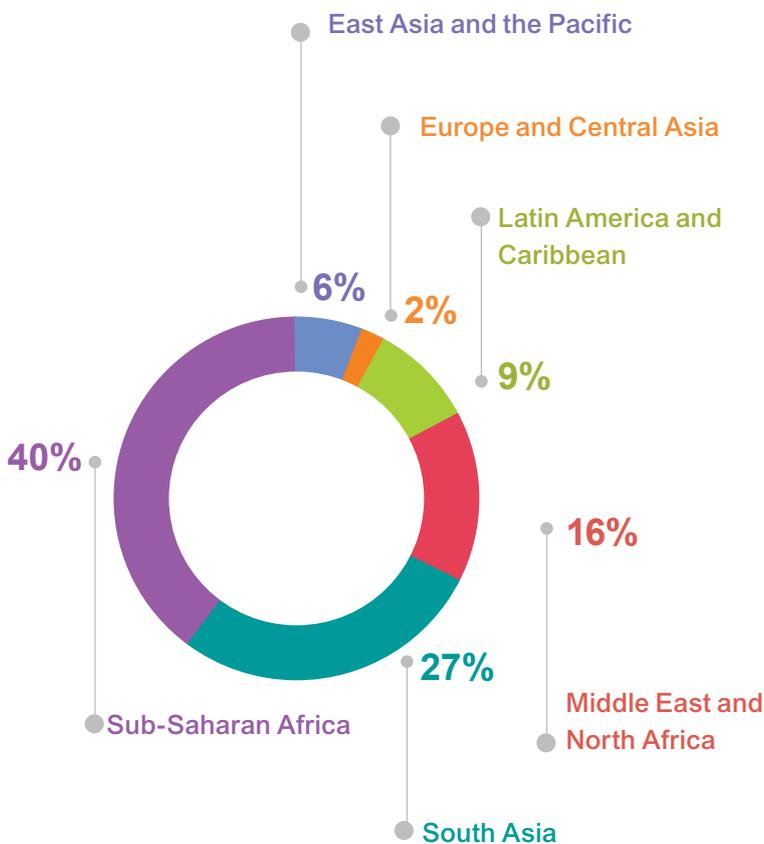
**Andrew Jenkins, unit coordinator,  
Research and Evaluation  
Division, BRAC**

Bursaries were awarded for trainings that 3ie had supported previously, including those hosted by the Institute of Development Studies, RIPA International and the University of East Anglia. Awards were also provided for short courses organised by Action Research for Co-Development, the London International Development Centre and MEASURE Evaluation.

In 2015, to coincide with the International Year of Evaluation, bursaries were given for several conferences including the Middle East and North Africa Evaluation Conference, the Uganda Evaluation Conference and the National Evaluation Capacities Conference (IDEAS Global Assembly).

Bursary recipients were from 40 countries across Africa, Asia, Central America, South America and the Middle East.

**Figure 4**  
Percentage of bursary programme awards by region 2015



Awards were made on a competitive basis and were also made available as a benefit to 3ie member agencies from developing countries.



Attending the NEC and IDEAS conference in Bangkok was invaluable. I attended two pre-workshops and co-presented at one IDEAS workshop. I received relevant feedback on my work, connected with other researchers from all over the world and discussed replicating our qualitative impact evaluation design in other countries and contexts. ”

**Essi Haffar, project officer, Participatory Development Associates, Ghana,**

who attended the NEC in Bangkok on a 3ie bursary



The exchange of evaluation experiences was particularly enriching and educational since we approached it from various theoretical and methodological perspectives. This greatly contributes to improving personal and team practices. It also deepens the debate of ideas among all the social actors involved in the evaluation process – policymakers, evaluators and social policy consultants. ”

**Vanina Van Raap, professor, University of Buenos Aires, Argentina,**

funded by 3ie to attend the ReLac conference in Lima



**Kristen Stelljes**

Program officer,  
Global Development and Population Program,  
The William and Flora Hewlett Foundation

“ 3ie emphasises learning in everything it does. It shares this learning with its members, so we benefit not only from improved services but also from being able to apply the lessons from 3ie to our own work. 3ie constantly adapts to make its services and public goods more relevant to members, grantees and decision makers. ”

# 4 Increasing knowledge translation and evidence uptake

## 3ie in the International Year of Evaluation

The UN General Assembly declared 2015 the International Year of Evaluation (EvalYear). This was a landmark vote in support of evaluation. It was the result of years of hard work by dedicated UN staff and advocates to get this recognition, a story that Dr Deborah Rugg told in her Howard White Lecture in April. EvalPartners coordinated an agenda of more than 80 events affiliated with EvalYear and 3ie was a sponsor and participant in many of these, including its evidence weeks in Washington, DC and in New Delhi.

### India evaluation week: New Delhi

3ie was an active participant and co-organiser of India evaluation week in January, a series of events that kicked off EvalYear 2015. The National Institute for Labour Economics Research and Development took the lead in organising events along with the Programme Evaluation Organisation under the newly formed NITI Aayog (former Planning Commission), UN Women, Oxfam and 3ie, among others.

3ie presented on the role of evidence-informed decision-making and contributed to a panel on the role of evaluations in the social sector. Discussants explored various types of evidence syntheses such as EGMs, meta-analysis and

systematic reviews, and used examples from programmes run by the Indian government in sectors such as microcredit, livelihood guarantee schemes, and water and sanitation to explain the importance of synthesised evaluations. High-level panellists in another session pointed out that for evidence-informed policymaking to be a reality, evidence needs to be drawn from all relevant research across a range of disciplines, synthesised rigorously and presented in a way that can be accessed and used by decision makers.

### International year of evaluation regional conference, Lima

3ie was represented by Mario Picon, senior evaluation specialist, at the conference organised by the Network for Monitoring, Evaluation and Systematisation in Latin America and the Caribbean (ReLAC) and hosted by Pontificia Universidad Católica del Perú. 3ie and GRADE, a Peruvian think tank and research organisation, hosted a one-day pre-conference workshop on impact evaluation of public policy, which discussed experimental and quasi-experimental impact evaluation methods. There were panel discussions on the demand for impact evaluation from public-sector agencies in the region and on the factors affecting the implementation of impact evaluation results and recommendations in public policies.



**DFID’s first event for International Year of Evaluation: Maximising the value of evaluations, using evidence to learn and adapt, London**

The main objective of the event was to help the DFID research department disseminate information about the value of evaluations more widely within their organisation. 3ie’s Executive Director Emmanuel Jimenez spoke on the introductory panel about the challenges of getting governments to learn from impact evaluations. Beryl Leach, 3ie deputy director and head of policy, advocacy and communication, participated in the session on increasing the value of evaluations.

**Mexico evaluation week, Mexico City**

3ie’s senior evaluation specialist, Mario Picon was on the panel for the first day. The event had strong media presence with several government officials in the audience. The panel presented impact evaluations from Mexico and abroad and highlighted how they shaped or are shaping public policies. Mario’s presentation introduced 3ie and its work in Mexico, and featured examples of policy influence and evidence uptake in Pakistan and China.

**Fourth international conference on National Evaluation Capacities, Bangkok**

3ie participated in the fourth National Evaluation Capacities (NEC) conference in Bangkok,

Thailand, which the government of Thailand jointly organised with UNDP. 3ie organised four events: a skills-building workshop; a panel on putting communities at the centre of development; a panel on the role of national governments in promoting impact evaluations, focusing on the Philippines, West Africa and Uganda; and a panel on the evaluation of transparency and accountability initiatives in natural resource management and their relevance to the SDGs. Emmanuel Jimenez was a keynote speaker, speaking on the challenges of evaluating sustainable development.

**Evidence on a silver platter: evaluation results for policy-making in development cooperation, Berlin**

Emmanuel Jimenez participated in this international conference organised by the European Centre for Development Policy Management in Berlin in November. He talked about how impact evaluations can inform global public goods and contributed to a panel on the institutionalisation of evaluation.

**Kathmandu evaluation conclave, Kathmandu**

3ie played a prominent role in this international conclusion to the Year of Evaluation in November. 3ie staff led two days of pre-conference skills-building workshops with two one-day sessions: one on improving evidence uptake and use and the other on the science and art of impact evaluations.



The theme for the event was, Building bridges: use of evaluation for decision-making and policy influence.

3ie conducted several workshops that included improving adolescent lives in South Asia; and evaluating the impact of WASH programmes. 3ie also moderated a panel on conducting impact evaluations in post-disaster and other humanitarian contexts.

### 3ie evidence weeks

#### Washington Evidence Week: The future of impact evaluation

In April 2015, 3ie hosted the Washington Evidence Week during the week of the semi-annual board meeting and the annual members' conference. As part of the International Year of Evaluation, 3ie hosted three public events that brought together development leaders, policymakers and researchers to reflect on lessons learnt and discuss the future of evidence-informed policymaking.

The first event was the Howard White Lecture. Dr Deborah L Rugg, former chair of the United Nations Evaluation Group and director of the Inspection and Evaluation Division, UN Office of Internal Oversight Services spoke to a full house on Evaluation and politics: tips and barriers to use. She shared lessons learnt from decades of having led innovative approaches to improving

the quality of evidence and its use in improving policies and programming. She advised that evidence use and promotion take time because researchers need to be willing to understand and engage directly with decision makers and slow, complex, highly political policy processes.

Following the board meeting, 3ie and The William and Flora Hewlett Foundation held a one-day conference on the future of impact evaluation for international development. The conference reflected on the contributions impact evaluations had made in the eight years since the release of the influential Center for Global Development report, *When will we ever learn? Improving lives through impact evaluation*, and on how impact evaluation can better inform programmes and policy. During panel discussions, research organisations, impact evaluation users and high-level policymakers discussed papers and shared reflections on the future of impact evaluation. Around 60 people attended the event, which benefitted from a high level of active participation. A short video featuring event highlights and key messages can be viewed on 3ie's YouTube page.

The final event focused on the question, 'Why focus on results when no one uses them?'. 3ie partnered with the World Bank's Independent Evaluation Group and their Governance Global Practice for this event, and invited an influential panel of development experts and policymakers to discuss this question. These included 3ie



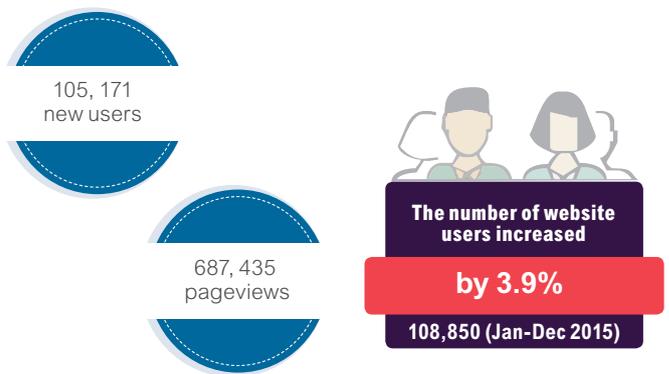
member representatives Albert Byamugisha (Office of the Prime Minister, Uganda), Arsenio Balisacan (National Economic and Development Authority Philippines), Penny Hawkins (DFID, UK), and Emmanuel Jimenez.

**Delhi Evidence Week: Using impact evaluation to address development’s ‘wicked problems’ : challenges and opportunities**

3ie’s Delhi office organised its first ever Delhi Evidence Week in October, joining Washington and London in putting on this regular signature event. The week followed 3ie’s regular format of offering a number of public events during the same week that the 3ie Board of Commissioners meet. Emmanuel Jimenez launched the meetings with a keynote lecture, ‘Learning for BRICS – or why countries like India can love impact evaluations’. His first public address since moving to Delhi in July, drew a large audience. His lecture was followed by a panel on what it takes to do and use impact evaluations, moderated by the deputy director general and head of evaluation and research of South Africa’s Department of Planning, Monitoring and Evaluation, Ian Goldman.

The chair of 3ie Board of Commissioners, Richard Manning led the opening session of the one-day conference on impact evaluations and development’s ‘wicked problems’: challenges and opportunities. Leading experts and

policy-makers debated whether or not impact evaluations are ready to tackle today’s development problems and looked at the potential of big data. 3ie launched its first event to focus on ethics in impact evaluation, a theme to be carried forward to the London Evidence Week in April 2016. The room was packed for the final session, a moderated debate with Indian researchers who shared their experiences of designing gender-responsive evaluations and improving gender-responsive implementation, analysis and reporting.



**Knowledge sharing through the 3ie website**

In 2015, 3ie improved the content and functionality of its website, which resulted in a significant increase in the number of file downloads, a rise in

video views, and increased hits across the online platform. There was also a marked increase in traffic to the blog site and other micro sites such as the EGM portal and 3ie policy toolkit. The number of users of the website increased by nearly 4 per cent in 2015, with 105,171 new users taking the total to 108,850. There was a rise in views to over 687,435 page views. The most downloaded documents were from the 3ie Impact Evaluation Report Series, with 17,439 documents downloaded. There was also

significant interest in 3ie's Working Paper Series, with 16,292 downloads in 2015.

3ie has now produced 192 videos that are available on the website and 3ie's YouTube channel. More than 660,00 minutes of videos have been watched. These cover a wide range of topics and events, including 3ie's seminar series, conferences, the video lecture series, and short interviews with researchers, policymakers and practitioners.

### 3ie How-to Videos

In 2015, 3ie started a new video tutorial series called the 3ie How-To Videos. The videos use a simple step-by-step approach to explain theoretical concepts related to the design, implementation and use of impact evaluations and systematic reviews. In the first video, former executive director of 3ie Howard White used the example of a school-feeding programme to illustrate how to build a theory of change for an impact evaluation. Following this popular video, he did a second one that explained how to design a randomised evaluation. The video on how to build a theory of change for an impact evaluation received 3,140 views in 2015, higher than any other 3ie video.



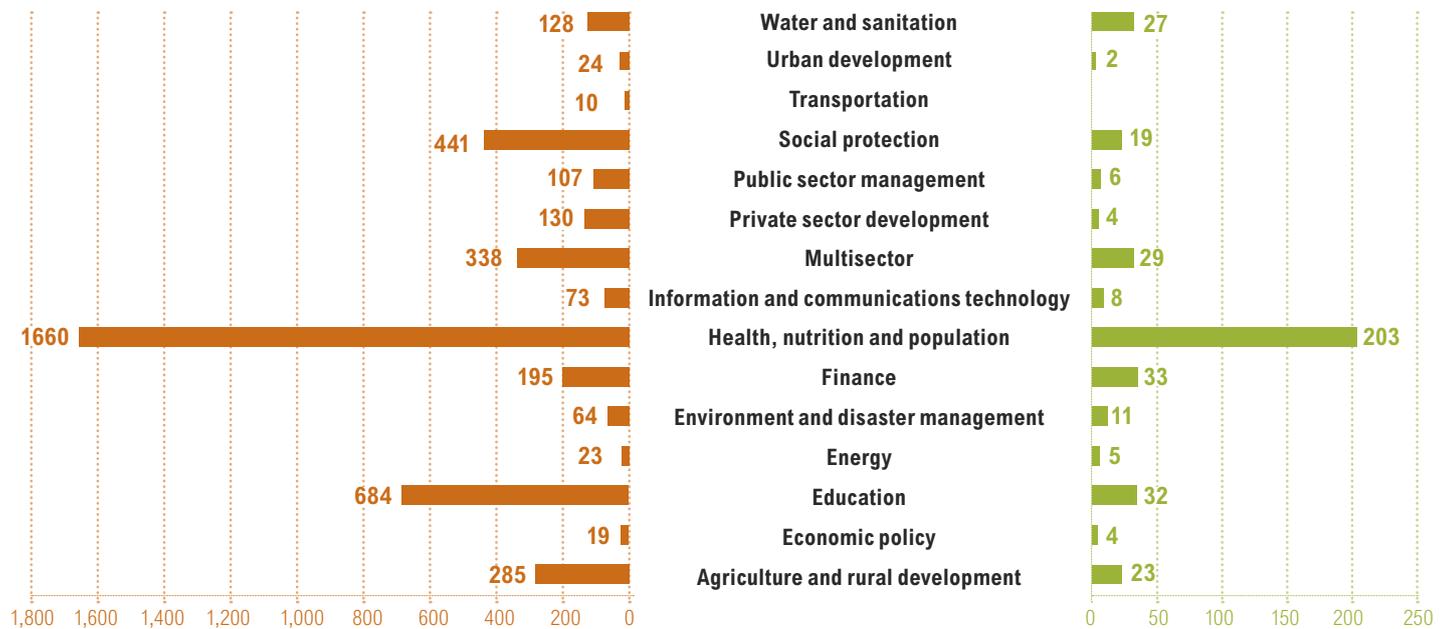
Most watched video

**3,140 views**

**How to build a theory of change for an impact evaluation**

**Figure 5**

Distribution of **impact evaluations** and **systematic reviews** in the 3ie evidence portal by sector



### 3ie evidence portal

3ie’s systematic reviews database provides open-access summaries and quality appraisals of over 300 systematic reviews, including 252 published systematic reviews in international development. It is also linked to 3ie EGMs, which provide a visual overview of studies by intervention and outcome. 3ie’s IER now contains over 2,700 impact evaluation studies. The databases (see figure 5) are fully searchable by sector, author, title and region, among other categories.

### 3ie staff participation in events

3ie staff participated in 136 external events throughout the year. They promoted the use of evidence in decision-making and practice to diverse audiences that included high-level policymakers, programme managers and participants from developing countries.

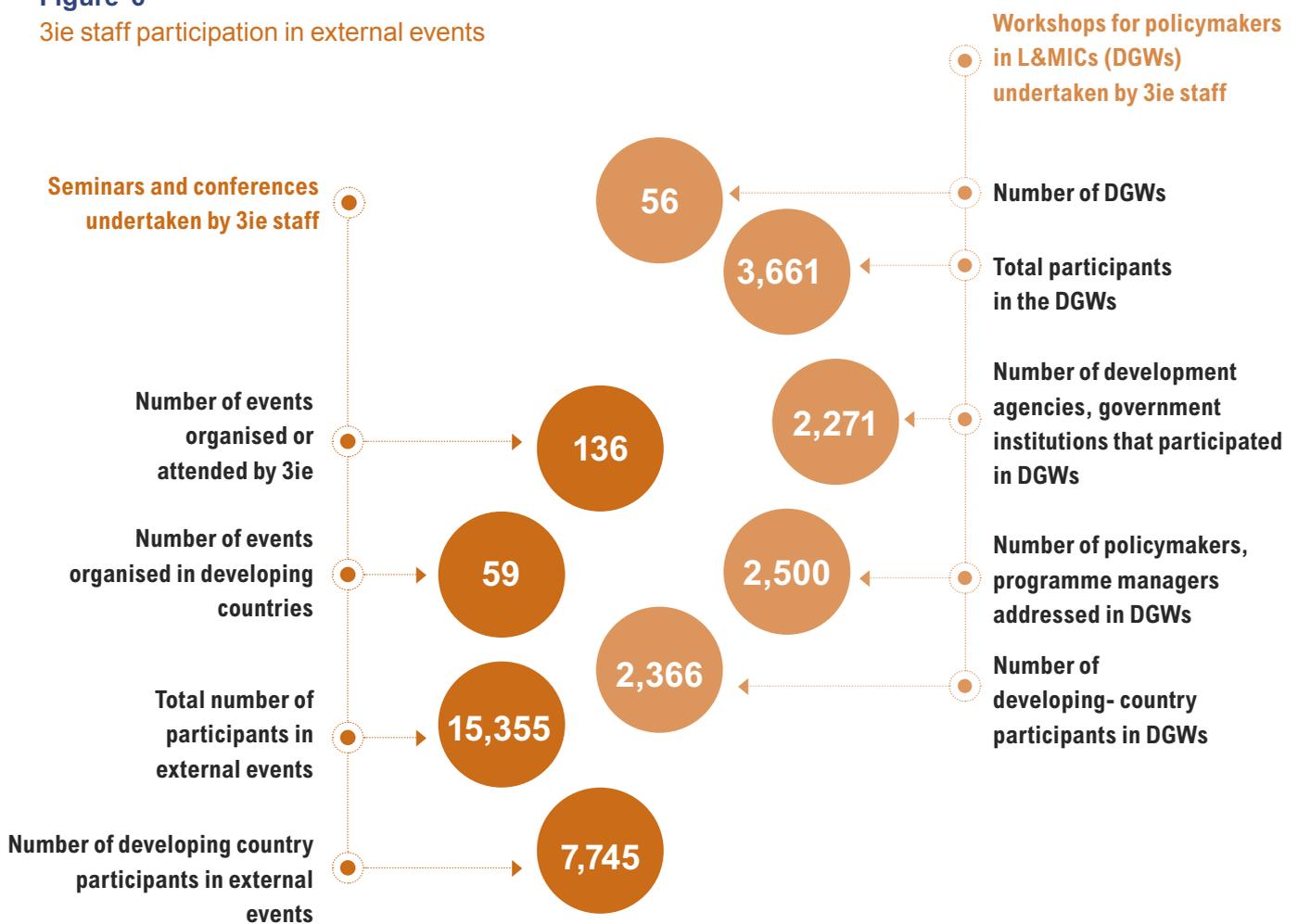
3ie also conducts demand-generation workshops (DGWs) for policymakers, designed to prompt interest in the use of impact evaluations by decision makers. Engaging

directly with policymakers and practitioners through training and speaking events provides them with practical and applied knowledge about impact evaluation and strengthens the demand for evidence.

3ie offices are located in major policy-making cities, where decisions about development policies and practice, funding for programmes and new initiatives that affect billions of people in L&MICs are debated and decided. To reach its target audiences and to build its network and communities of practice, 3ie runs seminar series from each office. Details of 3ie seminars in New Delhi, London, Washington, DC can be found in Appendix E.



**Figure 6**  
3ie staff participation in external events



# 3ie in the news

**Week long celebrations to create awareness about evaluation of programmes and policies**

**Business Standard**

16 January 2015

3ie's participation in the India evaluation week is mentioned in this article.

**Enforcing with a smile**

**The Economist**

10 January 2015

A 3ie-supported study on China's child nutrition programme is featured in this article.

**Health innovations need much more than research**

**SciDev.Net** 31 August 2015

This article mentions 3ie's systematic reviews programme.

**'Gap maps' show the holes in development evidence**

**SciDev.Net** 2 February 2015

This article features 3ie's evidence gap maps.

**SciDev.Net Podcast: Tapping into data**

**SciDev.Net** 1 March 2015

Birte Sniltsevit, 3ie's evaluation specialist, is interviewed on *SciDev.Net* podcast.

## THE HINDU

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OPINION & COMMENT

Updated: February 19, 2015 00:31 IST

### Evidence matters to policymaking

HOWARD WHITE  
 RADHIKA MENON

COMMENTARY | PRINT | EMAIL | SHARE | 18



**The challenge for the Modi government to evaluate what works in development programming before making large spending decisions**

Governments in India have always launched high ticket social development programmes with ambitious goals. The Narendra Modi government is no exception. Swachh Bharat Abhiyan aims to make India open defecation free by 2019. The Pradhan Mantri Jan Dhan Yojana's financial inclusion programme set a target of opening 10 crore bank accounts by January 26, 2015. But ambitious targets are not enough for achieving desired outcomes in the long run.

REALITY CHECK: While opening bank accounts is an important step in financial inclusion, the real challenge is to ensure that the poor have access to financial services.

TOPICS

International  
 India  
 politics  
 government  
 policy

based on evidence from evaluations. There has been a continuity of some social programmes over decades, although governments may have given them different names and made fine-tuning in design. Swachh Bharat Abhiyan builds on Nirmal Bharat Abhiyan (2012), the Total Sanitation



Agriculture Environment Health Governance

### SciDev.Net Podcast: Tapping into data

Podcast | NEWS FEATURE



ing the world. It is therefore our role as writers, editors and producers to ensure that the data is accessible and understandable to a wider audience.

one of the outcomes, the world's data has become a more accessible and understandable tool for development programming.

By Birte Sniltsevit, 3ie's evaluation specialist, interviewed on *SciDev.Net* podcast.

nature International weekly journal of science

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Archive | Volume 524 | Issue 7564 | News | Article

NATURE | NEWS

### Millennium Villages Project launches retrospective analysis

**Can randomized trials eliminate global poverty?**

and

**Millennium Villages Project launches retrospective analysis**

**Nature** 12 August 2015

These articles cite Annette N Brown, 3ie's Deputy Director and head of the Washington, DC office.

### **ESPIRAL**

**Policy talk show on Mexico's Canal 11**  
18 June 2015

Mario Picon, 3ie's senior evaluation specialist is featured on a policy talk show that discussed the importance of evaluation for public policies.

### **In rural China, once-hated family planners turn toddler advocates**

**In rural China, once-hated family planners turn toddler advocates**

**Christian Science Monitor**  
20 March 2015

This article refers to a 3ie-supported impact evaluation on infant nutrition in rural China.

### **Making evidence practical for development**

**Stanford Social Innovation Review**  
21 July 2015

Joe Dickman and Samir Khan mention the 3ie evidence gap maps as an important tool for identifying knowledge gaps in their article.

### **Improving humanitarian aid**

**Foreign Affairs** July/August 2015

David Miliband and Ravi Gurumurthy cite the 3ie impact evaluation database as an important source for evidence on the impact of development interventions on tackling poverty in L&MICs and make a case for conducting more impact evaluations in fragile contexts.

### **Scientists are hoarding data and it's ruining medical research**

**BuzzFeed News** 23 July 2015

Ben Goldacre discusses the findings from a 3ie-supported replication study, *Reanalysis of health and educational impacts of a school-based deworming program in western Kenya Part 1 and 2: pure replication and alternative analyses*

### **The World Bank under Jim Kim**

**The Lancet** 25 July 2015

This article quotes Emmanuel Jimenez, 3ie's executive director on the existing gaps in monitoring and evaluation of public sector projects.

### **Sustainability: map the evidence**

**Nature** 9 December 2015

This article cites the evidence gap maps generated by 3ie across sectors including education, sanitation and hygiene.

### **Soccer-based promo of circumcision scores in Africa**

**MedPage Today** 24 July 2015

A 3ie-supported study on medical male circumcision programme in Zimbabwe featured in this article.



**Pradeep Singh**  
Information,  
Communication and  
Technology Assistant  
New Delhi

I have worked with the Policy, Advocacy and Communication Office over the past three years. We work closely with all the 3ie offices to ensure that our work is well represented and well received across the development sector. Having worked in IT support before joining 3ie, this job has offered me valuable insights into communication and advocacy in this sector.

As information, communication and technology assistant, I am in charge of updating 3ie's website and generating web-analytics reports to assess the performance and optimum functioning of our website. I am also responsible for producing our in-house multimedia products. I am proud to be part of the team that first began producing

multimedia products to communicate 3ie's work globally.

We work hard to ensure that 3ie's work is highlighted online and offline. I am inspired by my expert colleagues and grateful for the chance to improve my skills. In the past year, we have added more than 60 videos to the 3ie YouTube channel. I look forward to continuing to help improve 3ie's communication products.

## Engaging with 3ie communities

3ie continued growing across online platforms and found new ways to engage through innovative approaches. On social media –Twitter, Facebook and LinkedIn – the number of followers doubled in 2015. *3ie News, the bimonthly newsletter*, also saw an increase in the number of subscribers. Its readership grew to 14,592 adding 1,619 new subscribers. This included key actors in the development sector, with a large proportion from L&MICs.

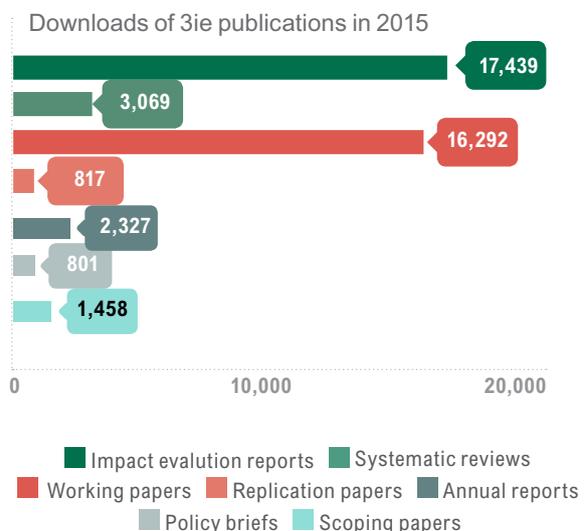
In October, we held our first Twitter chat on challenges and opportunities that open and large data presents for generating evidence. Many development professionals participated in the chat.

An interesting trend was an increase in comments on blogs and EGMs. The WASH EGM proved to be the most popular post, reaching over 7,693 people. In the run-up to the Delhi Evidence Week in October, 3ie hosted a Facebook chat on how impact evaluations can help tackle development problems, generating a good discussion.

On LinkedIn there was a surge of interest in posts on job vacancies, calls for funding and expressions of interests, and in 3ie's events and publications.

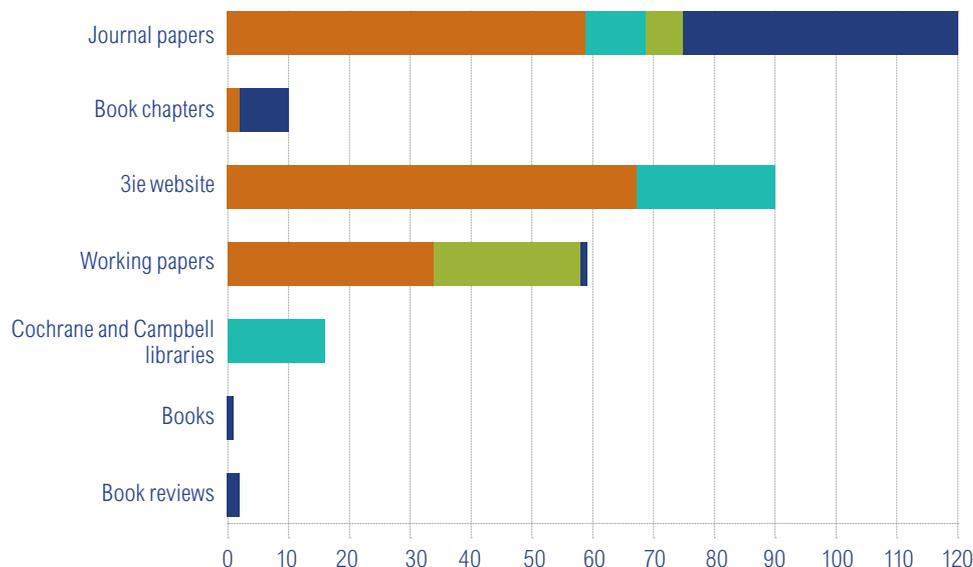
## 3ie publications

As part of its mandate as a knowledge producer and intermediary, 3ie has been publishing impact evaluations, systematic review summary, replication papers, scoping papers, working papers, EGM reports and policy briefs. In 2015, 3ie published its first set of five EGMs and two EGM reports. 3ie publications can be downloaded from the website and a full listing of two EGM reports, 39 impact evaluations, 11 systematic reviews, 2 working papers, 9 replication papers, 3 scoping papers and 3 policy briefs published in 2015 can be found in Appendix D.



**Figure 7**  
Publications from  
3ie-funded research

3ie-funded impact  
evaluations  
3ie-funded  
systematic reviews  
Other 3ie-funded work  
3ie Staff



As of 31 December, 2015

## Publications from 3ie-funded research

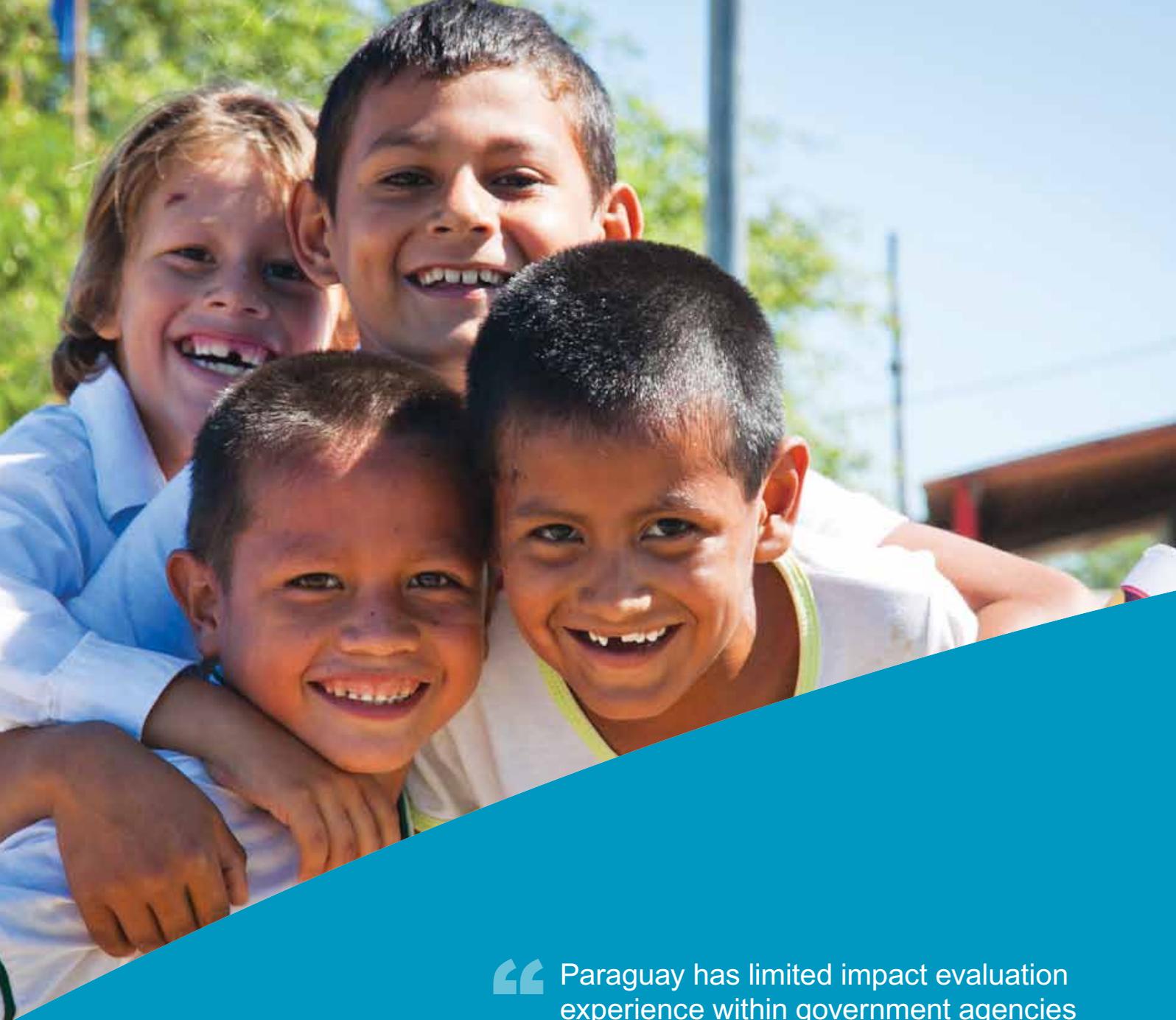
3ie-funded research has increasingly been published in peer-reviewed journals and publications, raising the quality and profile of evidence and policy findings. A full list of the peer-reviewed journal articles published in 2015 is in Appendix D. A wide range of journals, such as *The Lancet*, *PLoS Medicine*, *International Journal of Epidemiology*, *International Journal of Public Health*, *Journal of Evidence-Based Medicine*, *Economic Development and Cultural Change* and *Journal of Multi Disciplinary Evaluation* published these articles.

3ie-funded research was also read and cited by researchers and academicians in peer-reviewed journals. The research continued to attract high impact factors – a measure of the frequency of citations. Generally, papers have an impact factor of one or lower, meaning that published papers receive just one citation on average.

3ie-funded work secured far more citations than average. The replication paper *Re-analysis of health and educational impacts of a school-based deworming programme in western Kenya: a statistical replication of a cluster quasi-randomized stepped-wedge trial* by Aiken *et al.*, published in the *International Journal of*

*Epidemiology* was widely read, achieving an impact factor of 9.176. The abstract of the paper was downloaded over 4,957 times in 2015 alone, while the full text registered over 1,310 downloads. *Challenges in banking the rural poor: evidence from Kenya's Western Province* by Pascaline Dupas and Jonathan Robinson, which was published in the *American Economic Journal: Applied Economics*, has been cited 461 times, according to Google Scholar.

3ie staff also published in peer-reviewed publications, a full listing of which is available in Appendix D. A 3ie-staff publication *The growth of impact evaluation for international development: how much have we learned?* by Drew B. Cameron, Anjini Mishra & Annette N. Brown published online in the *Journal of Development Effectiveness* has been viewed more than 4,000 times.



“ Paraguay has limited impact evaluation experience within government agencies and local research organisations. The current administration is focused on several development projects that need impact evaluation in order to provide feedback to help improve the design of programmes and policies. As a member of 3ie, Paraguay receives several membership benefits that encourage the production and use of evidence resulting from impact assessments such as counselling, workshops, access to international experts, technical assistance, and others. ”

**Roberto González**

Director of Public Policies Analysis,  
Ministry of Planning, Paraguay

## 5 Building 3ie

3ie's Programme, Finance and Reporting, Information Technology and Administration office (POFROITA) is largely responsible for developing and maintaining robust and reliable reporting systems, financial management, IT infrastructure, human resources and office administration. The team works to facilitate the flow of information across all offices and units of 3ie through to 3ie's auditors, donors and grantees. In 2015, POFROITA was at the centre of several key changes.

It was the first year of 3ie's operation as a branch office in India. The overall transition of operations from under the umbrella of the Global Development Network to an independent branch office was smooth and cordial and all local compliance issues were accomplished. The finance office verified the documentation for the US\$26.05 million spent by 3ie in 2015 and 3ie received a clean audit report.

The programme office managed over 150 active impact evaluation grants, of which over 28 new impact evaluations and 32 proposal preparation grants were awarded. The programme office managed all deliverables for the various grant stages through the year. 3ie's IT department continues to play a key role in ensuring smooth launches of new grant

windows and enhanced reporting on the online grant management system. 3ie donors, members and commissioners continue to receive updates through quarterly narrative reports, semi-annual associate members' newsletters and donor reports prepared by POFROITA staff.

### Membership

3ie membership is open to agencies that implement social and economic development programmes in L&MICs, which have an annual expenditure of at least US\$1 million on such programmes and are committed to the rigorous evaluation of the programmes they support.

During 2015, nine new agencies joined 3ie, bringing the total membership to 41. One of 3ie's key membership objectives is to increase membership in L&MICs, and in 2015, this goal was actively pursued. Of the new members that joined last year, 78 per cent were from L&MICs, bringing their overall representation to 56 per cent.

To boost efforts to recruit new members, 3ie published its first membership brochure and started redesigning the member pages on the website.



**Hitesh Somani**  
Deputy Director, Finance  
and Administration  
New Delhi

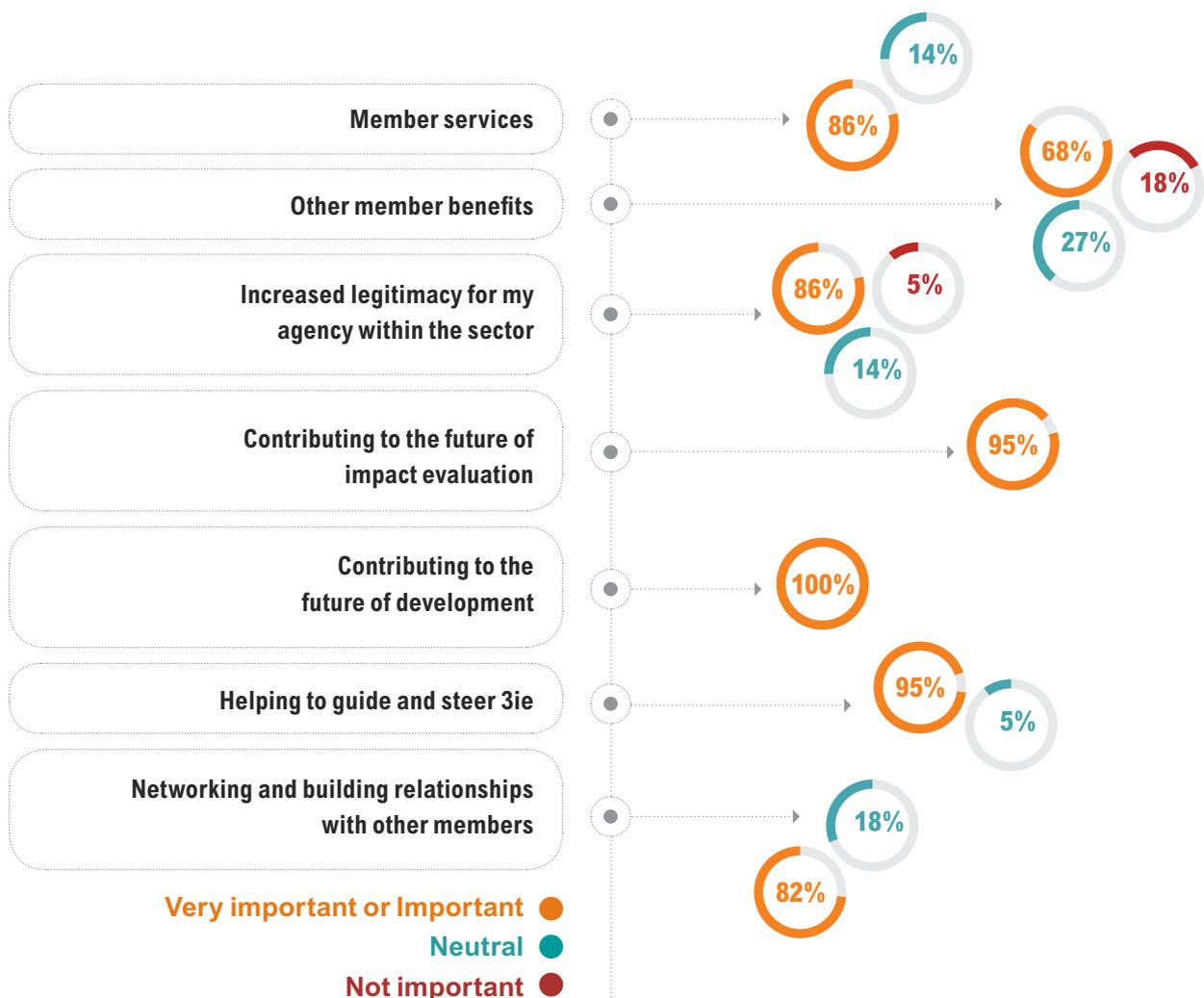
I have been with 3ie since September 2011 and am currently responsible for 3ie finance, administration, and the running of our POFROITA office. I am a part of 3ie's senior management team and act as secretary to the 3ie Board of Commissioners. My team ensures that 3ie has sound financial management practices, timely statutory audits, and efficient risk-management and grant-management processes. We also provide the human resources support and overall administration of all 3ie offices.

This has been the most challenging year of my career and I am proud to have played a crucial role in two major transitions for 3ie. In addition to working to ensure compliance with the requirements of becoming a

fully functional branch office and an independent legal entity in New Delhi, an equally big challenge was managing the logistics of shifting into 3ie's own office space. We worked hard to ensure that we had the manpower and logistics in place to manage all the day-to-day requirements of running an office including the frequent travel requirements of 3ie personnel.

This year 3ie's new executive director, Emmanuel Jimenez took over from our long-serving executive director, Howard White. The transition was a seamless process and I count it as another significant achievement for the 3ie team. I am privileged to be part of an excellent team with unflinching enthusiasm for the cause of furthering 3ie's good work globally.

**Figure 8**  
Findings from the 3ie membership survey





## The member experience project

3ie initiated the member experience project to gain a better understanding of current and former members' perspectives on 3ie membership, and to inform its strategies for member engagement and retention. 3ie sought to identify the reasons for which members join the organisation, how they value the benefits of 3ie membership, the degree to which they feel part of a community of practice, and how 3ie can better serve members.

3ie conducted surveys of current and former members, interviewed eight member representatives, and gathered member feedback on survey findings during the April 2015 annual members' conference held in Washington, DC. These inputs were analysed and presented in a final report disseminated to members and the 3ie board in October 2015.

The key finding from the report was that members attributed equal value to the tangible benefits they access as 3ie members as to the opportunity to be a part of a community of practice. They highlighted that their feedback on 3ie initiatives was an integral part of their contribution to 3ie, apart from payment of their annual membership dues. 3ie received overwhelmingly positive feedback on the annual members' conference and on member services.

3ie is using the findings from the member experience project to improve and expand its membership programme and looks forward to launching new opportunities and resources for members in 2016. (see figure 8).



**Ditto Joy**  
Programme Officer  
New Delhi

Since joining 3ie in 2013, I have been responsible for liaising with 3ie's donors, members and partners. I am the focal point of contact for all reporting requirements, in charge of responding to their queries, and submitting reports and invoices in coordination with other offices and staff. I also maintain and update internal management information system reports. I enjoy being the 'internal information bank' for 3ie staff globally.

I have been happy to be part of an organisation with a friendly, multicultural working environment.

We are all encouraged to keep ourselves informed on current development trends and are constantly motivated by our senior team to experiment with new initiatives and ideas. This motivates me to further improve my performance. What I love most about my job is the ample opportunity to work across the various teams in our three offices. I particularly enjoy putting together reports for our donors and members. We have received good feedback for these efforts. I am proud to be part of 3ie's vision of improving lives through impact evaluation.

## Funding

3ie's grant programmes continued to expand, supported by generous contributions from our donor members. The Gates Foundation, DFID and The William and Flora Hewlett Foundation continued their core support under existing grant agreements.

DFID committed US\$8.90 million for the Development Priorities Window and US\$6.67 million to the Agriculture Risk Insurance Thematic Window. It increased the grant for the Humanitarian Assistance Thematic window by a further US\$1.08 million and has also allocated US\$742,000 towards the Uganda Country Policy Window.

The Gates Foundation committed US\$1.39 million for generating evidence and strengthening the existing capacity of India's National Rural Livelihoods Mission. The foundation also increased the allocation for testing innovations to engage communities in increasing immunisation coverage by US\$1.4 million.

The World Food Programme also committed US\$1.25 million to the Humanitarian Assistance Thematic Window. UNICEF committed US\$1.44 million to fund a new Thematic Window, Improving Adolescent Lives in South Asia. IFAD committed US\$750,000 to the Agriculture Innovations Thematic Window.

## New member profile: Paraguay

Paraguay's Secretaría Técnica de Planificación del Desarrollo Económico y Social – Ministry of Planning – joined 3ie in late 2015. It is the fifth government agency from Latin America to become a 3ie member. The ministry is responsible for the design, implementation, monitoring and evaluation of Paraguay's National Development Plan, the first such initiative since Paraguay's return to

democracy in 1989. As part of its mandate, the ministry coordinates with and provides technical guidance to other government ministries and agencies. Paraguay now hopes to use the membership benefits 3ie offers to improve the production and use of impact evaluations to influence the design of its programmes and policies.

# Appendix A

## 3ie staff

3ie has evolved a strong organisational structure headed by the executive director, with a team of five deputy directors who lead offices of specialised teams. 3ie staff are located in New Delhi, London and Washington, DC.

This listing of staff is as of 31 December 2015.

### **Executive Director**

**Emmanuel Jimenez**

### **Executive Director's office**

**New Delhi, India**

#### **Bindu Joy**

Executive Assistant

#### **Subashini Perumal**

Research Associate

### **Advancement and Impact Evaluation Services Office**

**Washington, DC, USA**

The Washington office covers 3ie's impact evaluation and professional services programmes, HIV and AIDS evidence programmes and special initiatives. Impact- evaluation services promote research transparency and higher-quality evidence production, including the Registry for International Development Impact Evaluation, the Impact Evaluation Repository and the replication programme. Professional services include direct services that 3ie staff deliver for 3ie members and other implementing agencies. The HIV and AIDS evidence programmes currently include three thematic windows and two large HIV treatment-as-prevention trials.

#### **Annette N Brown**

Deputy Director

Advancement and Impact Evaluation Services

#### **Anna Heard**

Senior Evaluation Specialist

HIV and AIDS programme

**Mario Picon**

Senior Evaluation Specialist

**Benjamin DK Wood**

Evaluation Specialist  
Replication

**Eric Djimeu**

Evaluation Specialist  
HIV and AIDS programme

**Kristen Rankin**

Evaluation Specialist

**Jennifer Ludwig**

Programme Manager

**Nancy Diaz**

Programme Manager  
HIV and AIDS programme

**Scott Neilitz**

Programme Manager

**Jorge Miranda**

Research Associate

**Brigid Monaghan**

Operations Associate

**Evaluation Office  
New Delhi, India**

This office is responsible for developing new grant windows for impact evaluations; reviewing and quality assuring all of 3ie-funded impact evaluations; and conducting in-house evaluations.

**Jyotsna (Jo) Puri**

Deputy Executive Director  
Evaluation

**Monica Jain**

Senior Evaluation Specialist

**Bidisha Barooah**

Evaluation Specialist

**Diana Milena Lopez Avila**

Evaluation Specialist

**Francis Rathinam**

Evaluation Specialist

**Tara Kaul**

Evaluation Specialist

**Ritwik Sarkar**

Research Associate

**Bharat Kaushish**

Research Assistant

**Raag Bhatia**

Research Assistant

**Poonam Vasandani**

Staff Assistant

## **Policy, Advocacy and Communication Office** New Delhi, India

The office is responsible for developing strategic and effective approaches to research communication and uptake into policy and programming; helping to ensure policy influence and impact of 3ie-funded studies and reviews; advocating for evidence-informed policymaking and programming and commitment to evaluation; and for supporting, monitoring and learning from 3ie-funded grants' policy influence and stakeholder engagement plans. The team is responsible for 3ie's internal and external communication, including the production of knowledge and communication products.

### **Beryl Leach**

Deputy Director  
Policy, Advocacy and Communication

### **Stuti Tripathi**

Senior Policy Officer

### **Radhika Menon**

Senior Policy and Advocacy Officer

### **Rohit Bhatia**

Digital Manager and Web Editor

### **Deepthy Menon**

Managing Editor

### **Paromita Mukhopadhyay**

Communication Officer

### **Kanika Jha**

Policy, Advocacy and Communication Associate

### **Pradeep Singh**

ICT Assistant

### **Deeksha Ahuja**

Policy, Advocacy and Communication Assistant

## **Programme, Finance, Reporting, Information Technology and Administration Office** New Delhi, India

The team is responsible for managing 3ie's administrative, reporting, grant management, information technology and finance requirements and processes as well as membership administration.

### **Hitesh Somani**

Deputy Director  
Finance and Administration

### **Sibasish Mishra**

Finance Manager

### **Saurabh Khandelwal**

IT Project Manager

### **Mithlesh Joshi**

Administration and Travel Manager

### **Ditto Joy**

Programme Officer – Monitoring, Donor Grant Management and Reporting

### **Gaurav Sharma**

Finance Officer

### **Jatin Juneja**

Finance Officer

### **Sivesh Kumar**

Administration Officer

### **Minna Madhok**

Senior Programme Associate

### **Ashima Mohan**

Programme Associate

### **Jamila Khan**

Programme Associate

### **Sandeep Rawat**

Finance Assistant

### **Renu Phillips**

Receptionist

## **Synthesis and Reviews Office** London, UK

The Synthesis and Reviews Office (SRO) funds, promotes and conducts synthesis of existing evidence, including systematic reviews of development interventions following best practices of systematic review methodology. The SRO provides technical support on systematic reviews and evidence-synthesis products funded by 3ie and other bodies. It works in partnership with the International Development Coordinating Group, whose secretariat is based at 3ie London office. SRO supports systematic reviews independently of IDCG. SRO also maintains a database of over 300 systematic review summaries and produces and supports evidence gap maps (EGMs).

### **Edoardo Masset**

Deputy Director, Synthesis and Reviews (from November 2015)

### **Philip Davies**

Deputy Director, Synthesis and Reviews (until September 2015)

### **Hugh Waddington**

Senior Evaluation Specialist

### **Birte Snilstveit**

Evaluation Specialist

### **Ami Bhavsar**

Research Administrator

### **Daniel Phillips**

Research Associate

### **Emma Gallagher**

Research Associate

### **Jennifer Stevenson**

Research Associate

# Appendix B

## 3ie Board of Commissioners

### **Richard Manning** **Chair**

Senior Research Fellow, Blavatnik School of Government, University of Oxford  
UK

### **Alex Ezeh**

Executive Director  
African Population and Health Research Center  
Kenya

### **Elizabeth M King**

Senior Fellow (non-resident)  
Brookings Institution  
US

### **Geoffrey Deakin**

Group General Manager Public Affairs  
St Vincent's Health  
Australia

### **Gonzalo Hernández Licona**

Executive Secretary  
National Council for the Evaluation of Social Development Policy (CONEVAL)  
Mexico

### **Ian Goldman**

Deputy Director General and Head of Evaluation and Research  
Office of the Presidency, Department of Planning, Monitoring and Evaluations  
Republic of South Africa

### **Miguel Székely**

Director  
Center for Education and Social Studies  
Mexico

### **Oumoul Khayri Ba Tall**

Secretary General  
Association Mauritanienne de Suivi-Evaluation (National Evaluation Association)  
Mauritania

### **Patricia Rader**

Deputy Assistant to the Administrator  
Bureau for Policy, Planning and Learning.  
USAID  
US

### **Ruth Levine**

Director, Global Development and Population programme  
The William and Flora Hewlett Foundation  
US

### **Uma Lele**

Independent Scholar

# Appendix C

## 3ie members and associate members

3ie has focused its efforts on increasing the membership of developing countries by building an attractive array of member benefits that include free and discounted professional services, bursaries for staff of L&MIC members to attend relevant international events, and exclusive access to policy window grants.

### Members

3ie continues to seek to increase developing country members. As of December 2015, 3ie had 23 developing-country members enlisted, constituting over 50 per cent of overall members.

- African Development Bank
- American Institutes for Research
- Bill and Melinda Gates Foundation
- BRAC (formerly Bangladesh Rural Advancement Committee)
- Danish International Development Agency (Danida)
- Department for International Development, Government of the United Kingdom
- Department of Education, Government of the Philippines
- Department of Health, Government of the State of Kerala, India
- Hand in Hand India
- Henan Province Department of Education, Government of the People's Republic of China
- International Fund for Agricultural Development
- International Planned Parenthood Federation
- International Rescue Committee
- Karnataka Evaluation Authority, Government of the State of Karnataka, India
- Millennium Challenge Corporation
- Ministry of Education, Government of Rwanda
- Ministry of Education, Government of Peru
- Ministry for Energy and Development of Renewable Energies, Government of Senegal
- Ministry of Planning, Government of Paraguay
- Ministry of Public Health, Government of Cameroon
- Ministry of Social Development and Inclusion, Government of Peru
- National Council for the Evaluation of Social Development Policy (CONEVAL), Mexico
- National Economic and Development Authority, Government of the Philippines
- National Planning Commission, Government of Nepal
- National Planning Department, Government of Colombia
- National Social Protection Agency, Government of the Maldives
- Norwegian Agency for Development Cooperation
- Office of the Prime Minister, Government of Uganda
- Planning Commission, Government of Pakistan
- Population Foundation of India
- Poverty Eradication Unit of the Prime Minister's Office, Government of Fiji
- Public Policies Evaluation Bureau of the Office of the Prime Minister, Government of Benin
- Save the Children, US
- Shaanxi Province Department Of Education, Government of the People's Republic of China
- Sightsavers
- The MasterCard Foundation
- The Presidency, Government of South Africa
- The William and Flora Hewlett Foundation
- Training and Communication Center (TCC) of the National Health and Family Planning Commission, Government of the People's Republic of China
- United States Agency for International Development
- West African Development Bank/ Banque Ouest Africaine de Développement.

## Associate members

Associate members are institutions that form a community of development experts committed to improving lives through impact evaluation. All associate member institutions benefit from close association, networking and support from 3ie. As of December 2015, 3ie had 139 associate members.

### Africa

- Abdul Latif Jameel Poverty Action Lab – Africa
- African School of Economics
- Associação NOVAFRICA para o Desenvolvimento Empresarial e Económico de Moçambique (NOVAFRICA – Moçambique)
- CRP Dryland Systems (CGIAR)
- Centre for Health, Science & Social Research
- Direction Générale de l’Evaluation des Programmes de Développement
- ESIPPS International Ltd
- Global Agenda for Total Emancipation
- Institute for Monitoring and Evaluation
- Institute of Policy Analysis and Research, Rwanda
- Kelello Consulting
- Laterite Ltd
- National Programme for Food Security, Nigeria
- Policy Research Ltd
- Population Council, West Asia and North Africa Regional Office
- Project OKURASE
- Soul Foundation
- Women Youth and Children Upliftment Foundation

### Asia

- Abdul Latif Jameel Poverty Action Lab – South Asia
- Ambuja Cement Foundation
- AVRDC – The World Vegetable Center
- Catalyst Management Services
- CENPAP Research and Consultancy Pvt Ltd
- Center for Economic Research, Pakistan
- Centre for Integrated Rural Development for Asia and the Pacific
- Centre for Poverty Analysis
- Centre for Research & Development
- Centre for Research, Innovation and Training
- Centre for Studies in Social Sciences Calcutta
- Chair of Development Economics, University of Passau
- China Health Economics Institute
- Department of Agrarian Reform – Bureau of Agrarian Reform Beneficiaries Development
- Domrei Research and Consulting
- ICAR – National Institute of Agricultural Economics and Policy Research
- IDinsight
- Indian School of Business
- India Development Foundation
- Institute for Financial Management and Research
- Institute for Training & Social Research
- Institute of Health Management Research
- Institute for Poverty Alleviation and International Development
- Institute of Public Health, Bangalore
- International Centre for Diarrhoeal Disease Research, Bangladesh
- Intercooperation Social Development India
- Lahore University of Management Studies
- Mother and Infant Research Activities
- National Council of Applied Economic Research
- NEERMAN
- Nepal School of Social Work
- Samhita Social Venture
- School of Economics, Peking University

- Social Network India
- SSA – TC Fund – Technical Services Agency, India
- UDA Consulting

### Latin America

- Abdul Latif Jameel Poverty Action Lab – Latin America
- Center for Research on Economic Development
- Center of Implementation of Public Policies for Equity and Growth
- Development Analytics SA
- Econometria SA
- Group for the Analysis of Development (GRADE)
- Instituto Nacional de Salud Pública (National Institute of Public Health)
- Instituto Tecnológico Autónomo de México
- Previsa, School of Public Health, Universidad de Antioquia

### OECD

- Action Research for Co-Development
- ActKnowledge
- Abdul Latif Jameel Poverty Action Lab – Europe
- Abdul Latif Jameel Poverty Action Lab – North America
- Amsterdam Institute for International Development
- Capra International
- Carolina Population Center
- Center for International Development
- Center for New Institutional Social Sciences
- Center of Evaluation for Global Action
- Centre for Development Studies, University of Groningen
- Centre for the Study of African Economies

- Chair of Development Economics, University of Göttingen
- CODESPA Foundation
- Committee on Sustainability Assessment
- Columbia Center for the Study of Development Strategies
- Development Assistance Research Associates
- Development Economics Research Group, University of Copenhagen
- Evidence for Development
- Family Services Research Center, Medical University of South Carolina
- Fondation Ensemble
- Foundation Escalera
- Global Health Group, University of California,
- Global Institute For Development Evidence (Previously Advisory Research Group International)
- Harvard T.H. Chan School of Public Health
- HealthBridge
- ISDC – International Security and Development Center
- Immpact, University of Aberdeen
- Initiative for Global Development, University of Notre Dame
- Innovations for Poverty Action
- Institute for Fiscal Studies
- Institute for Housing and Urban Development Studies
- Institute for Maternal and Child Health IRCCS Burlo Garofolo
- Institute for the Study of Labor
- Institute of Development Studies
- Institute of Social Studies
- International Centre of Water for Food Security, Charles Sturt University
- International Development Department, University of Birmingham

- International Food Policy Research Institute
- International HIV/AIDS Alliance
- International Literacy Institute, UNESCO
- Jhpiego, John Hopkins University
- Johns Hopkins Bloomberg School of Public Health
- Kyiv Economics Institute
- London School of Hygiene & Tropical Medicine
- Mercy Corps
- National Opinion Research Center, University of Chicago
- Natural Resources Institute
- Navarra Center for International Development
- Novell Community Development Solutions
- Oxford Evidence and Interventions Ltd
- Oxford Policy Management
- PATH
- Policy Studies Institute
- Public Policy Centre (CENPO), Romania
- RAND Corporation
- Research and Evaluation Bureau, Kent State University
- Rheinisch-Westfälisches Institut für Wirtschaftsforschung
- Rockwool Foundation
- Rural Education Action Program, Stanford University
- Sam Houston State University
- Schneider Institutes for Health Policy
- School of International Development, University of East Anglia
- Sydney School of Public Health
- Seed International
- Tamas Consultants Inc.
- The Cloudburst Group
- The Earth Institute, Columbia University
- The Social Research Unit at Dartington
- The Youth Employment Network, International Labour Organization
- University of Alabama at Birmingham
- University of California, Berkeley
- University of New South Wales
- Valid International

## Partners

3ie works closely with evaluation societies and advocacy groups that share its commitment to promoting evidence-based policymaking to enhance development effectiveness. 3ie has memoranda of understanding with a number of partners to explore alternative ideas and new perspectives on development issues.

- Administrative Staff College of India
- African School of Economics
- Bharti Institute of Public Policy
- Evidence in Governance And Politics
- Impact Evaluation Network
- Innovations for Poverty Action
- Institute of Applied Manpower Research
- Institute of Development Studies
- International Centre for Integrated Mountain Development
- International Labour Organization
- InterAction
- London International Development Centre
- Poverty Reduction, Equity and Growth Network
- Poverty and Economic Policy Research Network
- Symbiosis School of Economics
- The Campbell Collaboration
- The Network of African Parliamentary Personnel (RAPP)

# Appendix D

## 3ie publications 2015

### Impact evaluation report series

**Can e-governance reduce capture of public programmes? Experimental evidence from India's employment guarantee, 3ie Impact Evaluation Report 31.** Banerjee, A, Duflo, E, Imbert, C, Mathew, S and Pande, R (2015)

**Smallholder access to weather securities in India: demand and impact on production decisions, 3ie Impact Evaluation Report 28.** Ceballos, F, Manuel, I, Robles, M and Butler, A (2015)

**What happens once the intervention ends? The medium-term impacts of a cash transfer programme in Malawi, 3ie Impact Evaluation Report 27.** Baird, S, Chirwa, E, McIntosh, C, and Özler, B (2015)

**Validation of hearing screening procedures in Ecuadorian schools, 3ie Impact Evaluation Report 26.** Muñoz, K, White, K, Callow-Heusser, C and Ortiz, E (2015)\*

**Assessing the impact of farmer field schools on fertilizer use in China, 3ie Impact Evaluation Report 25.** Burger, N, Fu, M, Gu, K, Jia, X, Kumar, KB and Mingliang, G (2015)\*

**The SASA! study: a cluster-randomised trial to assess the impact of a violence and HIV prevention programme in Kampala, Uganda, 3ie Impact Evaluation Report 24.** Watts, C, Devries, K, Kiss, L, Abramsky, T, Kyegombe, N and Michau, L (2015)\*

**Enhancing food production and food security through improved inputs: an evaluation of Tanzania's National Agricultural Input Voucher Scheme with a focus on gender impacts, 3ie Impact Evaluation Report 23.** Gine, X, Patel, S, Cuellar-Martinez, C, McCoy, S and Lauren, R (2015)\*

**A wide angle view of learning: evaluation of the CCE and LEP programmes in Haryana, 3ie Impact Evaluation Report 22.** Duflo, E, Berry, J, Mukerji, S and Shotland, M (2015)\*

**Shelter from the storm: upgrading housing infrastructure in Latin American slums, 3ie Impact Evaluation Report 21.** Galiani, S, Gertler, P, Cooper, R, Martinez, S, Ross, A and Undurraga, R (2015)\*

**Environmental and socioeconomic impacts of Mexico's payments for ecosystem services programme, 3ie Impact Evaluation Report 20.** Alix-Garcia, J, Aronson, G, Radeloff, V, Ramirez-Reyes, C, Shapiro, E, Sims, K and Yañez-Pagans, P (2015)\*

**Impact of malaria control and enhanced literacy instruction on educational outcomes among school children in Kenya: a multi-sectoral, prospective, randomised evaluation, 3ie Impact Evaluation Report 18.** Brooker, S and Halliday, K (2015)\*

### Grantee final reports\*\*

**An exploration of the impact of water and sanitation on child health in Peru, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Díaz, JJ and Andrade, R (2015)

**Chlorine dispensers in Kenya: scaling for results, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Ahuja, A, Gratadour, C, Hoffmann, V, Jakiela, P, Lapeyre, R, Null, C, Rostapshova, O and Sheely, R (2015)\*\*

\* These reports were published as grantee final reports online and are now being published under the impact evaluation series.

\*\* These reports will be published in the impact evaluation series. All grantee final reports are published online when they are accepted as final by 3ie.

**Effectiveness of a rural sanitation programme on diarrhoea, soil-transmitted helminth infection, and child malnutrition in Odisha, India: a cluster-randomised trial, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Clasen, T, Boisson, S, Routray, P, Torondel, B, Bell, M, Cumming, O, Ensink, J, Freeman, M, Jenkins, M, Odagiri, M, Ray, S, Sinha, A, Suar, M, Schmidt, W (2015)\*\*

**Estimating the impact and cost-effectiveness of expanding access to secondary education in Ghana, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Dupas, P, Duflo, E and Kremer, M (2015)\*\*

**Expanding lessons from a randomised impact evaluation of cash and food transfers in Ecuador and Uganda, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Gillian, DO, Hidrobo, M, Hoddinott, J, Peterman, A, Roy, S, Schwab, B, Buller, A and Heise, L (2015)\*\*

**Impact assessment of credit programme for the tenant farmers in Bangladesh, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Malek, MA, Ahasan, A, Hossain, MA, Ahmed, MS, Hossain, M and Reza, MH (2015)

**Evaluating the impact of closing a community managed schools programme in El Salvador, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Flórez, A, Moore A, Field, S, and Kluve, J (2015)

**Impact of a two-way SMS medication reminder system on treatment outcomes for tuberculosis in Karachi, Pakistan: results from a randomised control trial, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Mohammed, S, Glennerster, R and Khan, A (2015)\*\*

**Impact of water supply and sanitation on diarrhoea prevalence among children under the age of five: evidence from Cameroon, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Yantio, DY (2015)

**Improving maternal and child health in India: evaluating demand and supply side strategies (IMATCHINE), 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Mohanan, M, Miller, G, La Forgia, G, Shekhar, S and Singh, K (2015)\*\*

**Investment in vocational vs. general schooling: evaluating China's expansion of vocational education and laying the foundation for further vocational education evaluation, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Rozelle, S, Park, A, Wang, S, Zhang, L, Rong, W, Song, Y, Loyalka, P and Shi, Y (2015)

**Is Tanzania's joint forest management program a triple win? Understanding causal pathways for livelihoods, governance and forest condition impacts, 3ie Grantee Final Report.**

New Delhi: International Initiative for Impact Evaluation (3ie). Persha, L and Meshack, C (2015)\*\*

**Making networks work for policy: evidence from agricultural technology adoption in Malawi, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Beaman, L, BenYishay, A, Fatch, P, Magruder, J and Mushfiq AM (2015)\*\*

**Micro entrepreneurship support programme in Chile: impact evaluation, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Martínez, CA, Puentes, EE and Ruiz-Tagle, JV (2015)\*\*

**Property tax experiment in Punjab, Pakistan, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Khan, A, Khwaja, A and Olken, B (2015)\*\*

**Removing higher education barriers of entry: test training and classroom peer effects, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Banerjee, A, Duflo, E and Gallego, F (2015)\*\*

**Sustainability of impact: dimensions of decline and persistence in adoption of a biofortified crop in Uganda, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). McNiven, S, Gilligan, DO and Hotz, C (2015)\*\*

**Testing disgust-and shame-based safe water and handwashing promotion in Dhaka, Bangladesh, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Guiteras, R, Jannat, K, Levine D and Polley, T (2015)\*\*

**The economics and psychology of long term savings and pensions: a randomised experiment among low-income entrepreneurs in Maharashtra, India, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Basu, K and Bisht, SS (2015)

**The impact of earned and windfall transfers on livelihoods and conservation in Sierra Leone, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Bulte, E, Conteh, B, Kontoleon, A, List, J, Mokuwa, E, Richards, P, Turley, T and Voors, M (2015)\*\*

**The impact of gender and business training for female micro finance clients in Vietnam, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Vu, NTH, Velzen, van R, Lensik, R and Bulte, E (2015)

**Thirty-five years later: evaluating effects of a quasi-random child health and family planning program in Bangladesh, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Barham, T, Kuhn, R, Menken, J and Razzaque, A (2015)\*\*

**Vocational education in Kenya - a randomized evaluation, 3ie Grantee Final Report.** New Delhi: International Initiative for Impact Evaluation (3ie). Hamory, J, Kremer, M, Mbiti, I and Miguel, E (2015)\*\*

## Systematic reviews

**Interventions for improving learning outcomes and access to education in low- and middle-income countries: a systematic review, 3ie Systematic Review 24.** Snijlsteit, B, Stevenson, J, Phillips, D, Vojtkova, M, Gallagher, E, Schmidt, T, Jobse, H, Geelen, M, Pastorello, M, and Eyers, J (2015)

**The effects of school-based decision making on educational outcomes in low- and middle-income contexts: a systematic review, 3ie Systematic Review 21.** Carr-Hill, R, Rolleston, C, Pherali, T, and Schendel, R, with Peart, E, and Jones, E (2015)

**The identification and measurement of health-related spillovers in impact evaluations: a systematic review, 3ie Systematic Review 22.** Benjamin-Chung, J, Abedin, J, Berger, D, Clark, A, Falcao, L, Jimenez, V, Konagaya, E, Tran, D, Arnold, B, Hubbard, A, Luby, S, Miguel, E and Colford, J (2015)

**Effects of payment for environmental services (PES) on deforestation and poverty in low- and middle-income countries: a systematic review, 3ie Systematic Review 17.** Samii, C, Lisiecki, M, Kulkarni, P, Paler, L and Chavis, L (2015)

**Effects of decentralised forest management (DFM) on deforestation and poverty in low- and middle- income countries: a systematic review, 3ie Systematic Review 16.** Samii, C, Lisiecki, M, Kulkarni, P, Paler, L and Chavis, L (2015)

**The effects of training, innovation and new technology on African smallholder farmers' economic outcomes and food security: a systematic review, 3ie Systematic Review 19.** Stewart, R, Langer, L, Rebelo Da Silva N, Muchiri, E, Zaranyika, H, Erasmus, Y, Randall, N, Rafferty, S, Korth, M, Madinga, N and de Wet, T (2015)

**Policing interventions for targeting interpersonal violence in developing countries: a systematic review, 3ie Systematic Review 20.** Higginson, A, Mazerolle, L, Sydes, M, Davis, J, and Mengersen, K (2015)

**Community based rehabilitation for people with disabilities in low- and middle-income countries: a systematic review, 3ie Systematic Review 18.** Lemmi, V, Gibson, L, Blanchet, K, Kumar, KS, Rath, S, Hartley, S, Murthy, GVS, Patel, V, Weber, J and Kuper H (2015)

**The effects of microcredit on women's control over household spending in developing countries: a systematic review and meta-analysis, 3ie Systematic Review 4.** Vaessen, J, Rivas, A, Duvendack, M, Jones, RP, Leeuw, F, van Gils, G, Lukach, R, Holvoet, N, Bastiaensen, J, Hombrados, JG and Waddington, H (2015)

**Why targeting matters: examining the relationship between selection, participation and outcomes in farmer field school programmes, 3ie Systematic Review 11.** Phillips, D, Waddington, H and White, H (2015)

## Systematic review summaries

**What factors affect sustained adoption of safe water, hygiene and sanitation technologies? 3ie Systematic Review Summary 2.** London: International Initiative for Impact Evaluation (3ie). Hulland, K, Martin, N, Dreibelbis, R, DeBruicker, V and Winch, P (2015)

## Systematic Review protocols

**Effects of certification systems for agricultural commodity production on socio-economic outcomes of beneficiaries in low- and middle income countries: a systematic review.** Oya, C, Johnston, D, Muchiri, E, Schaefer, F, Skalidou, D, Dickson, K, and Stansfield, C (2015)

**Effects of market-based reforms on access to electricity in developing countries: a systematic review of the evidence on effectiveness, cost-effectiveness and mechanisms.** Bensch, G, Munyehirwe, A, Peters, J, and Sievert, M (2015)

**Access to electricity for improving health, education and welfare in low- and middle-income countries.** Mathur, K, Oliver, S, Tripney, J (2015)

**Effectiveness and efficiency of cash-based approaches in emergencies.** Doocy, S, and Tappis, H (2015)

**Interventions to improve maternal, newborn and reproductive health in crisis settings.** Che, CP, Urdal, H, Umeora, OUJ, and Sundby, J (2015)

**Short-term hygiene interventions in emergency response situations: a systematic review and impact analysis.** Yates, T, Vujcic, J, Joseph, MJ, and Lantagne, D (2015)

**Effectiveness of communication strategies embedded in social marketing programmes on health behaviours and related health and welfare outcomes in LMICs.** Riboli-Sasco, EF, Leslie, J, Felix, L, Head, R, Car, J and Gunn, L (2015)

## Working papers

**Evaluations with impact: decision-focused impact evaluation as a practical policymaking tool, 3ie Working Paper 25.** New Delhi: International Initiative for Impact Evaluation (3ie). Shah, NB, Wang, P, Fraker, A and Gastfriend, D (2015)

**Impact evaluation and policy decisions: where are we? A Latin American think-tank perspective, 3ie Working Paper 24.** New Delhi: International Initiative for Impact Evaluation (3ie). Baanante, M and Jaramillo, L (2015)

## Replication papers

**Fighting corruption does improve schooling: a replication study of a newspaper campaign in Uganda, 3ie Replication Paper 10.** Washington, DC: International Initiative for Impact Evaluation (3ie). Kuecken, Maria and Valfort, Marie-Anne (2015)

**The effects of land titling on the urban poor: a replication of property rights, 3ie Replication Paper 9.** Washington, DC: International Initiative for Impact Evaluation (3ie). Cameron, Drew B, Whitney, Edward M and Winters, Paul C (2015)

**Walking on solid ground: a replication study on Piso Firme's impact, 3ie Replication Paper 7.** Washington, DC: International Initiative for Impact Evaluation (3ie). Basurto, MP, Burga, R, Flor Toro, JL and Huaroto, C (2015)

**Male circumcision and HIV acquisition: re investigating the evidence from young men in Kisumu, Kenya, 3ie Replication Paper 8.** Washington, DC: International Initiative for Impact Evaluation (3ie). Djimeu, EW, Korte JE and Calvo, FA (2015)

**The impact of India's JSY conditional cash transfer programme: A replication study. 3ie Replication Paper 6.** Washington, DC: International Initiative for Impact Evaluation (3ie). Carvalho, N and Rokicki, S (2015)

**Recalling extra data: a replication study of Finding missing markets, 3ie Replication Paper 5.**

Washington, DC: International Initiative for Impact Evaluation (3ie). Wood, BDK and Dong, M (2015)

**The long and short of returns to public investments in fifteen Ethiopian villages. 3ie Replication Paper 4.**

Washington, DC: International Initiative for Impact Evaluation (3ie). Bowser, WH (2015)

**Reanalysis of health and educational impacts of a school-based deworming program in western Kenya: part 2, alternative analyses, 3ie Replication Paper 3, part 2.**

Washington, DC: International Initiative for Impact Evaluation (3ie). Davey, C, Aiken, AM, Hayes, RJ and Hargreaves, JR (2014)

## Scoping papers

**The state of evidence on the impact of transferable skills programming on youth in low- and middle-income countries, 3ie Scoping Paper 4.**

New Delhi: International Initiative for Impact Evaluation (3ie). Brown AN, Rankin, K, Picon, M and Cameron, DB (2015)

**Engaging communities for increasing immunisation coverage: what do we know?, 3ie Scoping Paper 3.**

New Delhi: International Initiative for Impact Evaluation (3ie). Sabarwal, S, Bhatia, R, Dhody, B, Perumal, S, White, H and Puri J (2015)

**The current state of peacebuilding programming and evidence, 3ie Scoping Paper 2.**

New Delhi: International Initiative for Impact Evaluation (3ie). Brown, AN, McCollister, F, Cameron, DB, Ludwig, J (2015)

## Policy briefs

Can disgust and shame lead to cleaner water and more handwashing? Impact evidence from Bangladesh

Does building more toilets stop the spread of disease? Impact evidence from India

What works in expanding the use of chlorine dispensers to purify water? Impact evidence from Kenya

## Evidence gap maps (available on the 3ie website)

3ie youth and transferable skills evidence gap map, 2015

3ie evidence for peacebuilding evidence gap map, 2015

3ie water, sanitation and hygiene evidence gap map, 2015

3ie primary and secondary education evidence gap map, 2015

3ie productive safety nets gap map: all populations, 2015

## Evidence gap map report series

**Youth and transferable skills: an evidence gap map. 3ie Evidence Gap Report 2.**

New Delhi: International Initiative for Impact Evaluation (3ie). Rankin, K, Cameron, DB, Ingraham, K, Mishra, A, Burke, J, Picon, M, Miranda, J and Brown, AN (2015)

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New Delhi: International Initiative for Impact Evaluation (3ie). Cameron, DB, Brown, AN, Mishra, A, Picon, M, Esper, H, Calvo, F and Peterson, K (2015)

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Aiken, AM, Davey, C, Hargreaves, JR, and Hayes, RJ (2015). **Re-analysis of health and educational impacts of a school-based deworming programme in western Kenya: a statistical replication of a cluster quasi-randomized stepped-wedge trial.** *International Journal of Epidemiology*, 44(5).

Muñoz, D, Llamas, L and Bosch-Capblanch, X (2015). **Exposing concerns about vaccination in low- and middle-income countries: a systematic review.** *International Journal of Public Health*, 60:767–780.

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Halliday, KE, Okello, G, Turner, EL, Njagi, K, Mcharo, C, Kengo, J, Allen, E, Dubeck, MM, Jukes, MCH and Brooker, SJ (2014). **Impact of intermittent screening and treatment for malaria among school children in Kenya: a cluster randomised trial.** *PLoS Medicine* 11, e1001594

Hidrobo, M., Fernald, L (2013). **Cash transfers and domestic violence.** *Journal of Health Economics*, Vol. 32, pp.304 – 19

Dupas, P and Robinson, J (2013). **Savings constraints and micro enterprise development: evidence from a field experiment in Kenya.** *American Economic Journal: Applied Economics*, 5 (1) 163–192

Palermo T, Rawat R, Weiser SD, Kadiyala S (2013). **Food access and diet quality are associated with quality of life outcomes among HIV-infected individuals in Uganda.** *PLoS ONE* 8(4): e62353. doi:10.1371/journal.pone.0062353

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# Appendix E

## 3ie seminars



### 3ie Delhi seminar series

The 3ie Delhi Seminar Series aims to enhance effectiveness of policy and practice through impact evaluations. Discussions at these monthly seminars focus on evidence from impact evaluations and systematic reviews, and how it affects policy. Conceptual and methodological issues are also debated.

**Delivering effective development: the value of synthesised evidence** by Hugh Waddington, 3ie, 21 January 2015

**Improving agricultural technology adoption: policy lessons from the Agricultural Technology Adoption Initiative** by Ben Jaques-Leslie, Abdul Latif Jameel Poverty Action Lab, 6 February 2015

**Intergenerational transmission of attitudes towards gender equality: evidence from India** by Tarun Jain, Indian School of Business, Hyderabad, 27 March 2015

**Does agricultural commercialisation improve welfare? A replication study of Finding Missing Markets** by Benjamin DK Wood, 3ie, 24 April 2015

**Improving learning outcomes through the government school system in India: evaluation of the CCE and LEP programmes in Haryana** by Shobhini Mukerji, Abdul Latif Jameel Poverty Action Lab (J-PAL) South Asia at IFMR, 19 May 2015

**Can e-governance reduce capture of public programmes? Experimental evidence from a financial reform of India's employment guarantee scheme** by Rohini Pande, Harvard Kennedy School, 3 July 2015

**Making impact evaluations relevant for policymakers in India** by Neil Buddy Shah, co-founder and CEO, IDinsight, 21 August 2015

### 3ie-LIDC London seminars 2015

The 3ie-LIDC seminar series 'What works in international development' has been running on a monthly basis since early 2011. Researchers present the results of impact evaluations, systematic review, or methodological contributions at these seminars.

**What is a process evaluation and how to design one? Example of Sinovuyo Teen Parent Support Program in South Africa** by Yulia Shenderovich, Cambridge University, 26 February 2015

**Interventions to support employment among differently-abled adults in low- and middle-income countries: a systematic review of evidence** by Janice Tripney, University College London, 25 March 2015

**Community-based rehabilitation facilities for the differently-abled in low- and middle-income countries** by Karl Blanchet, London School of

Hygiene & Tropical Medicine and Valentina Lemmi, London School of Economics and Political Science, 10 June 2015

**(How) does the World Bank learn? Insights from a new evaluation by the Independent Evaluation Group** by Marie M. Gaarder and John R. Heath, World Bank, 17 June 2015

**The effects of training, innovation and new technology on African smallholder farmers' wealth and food security** by Laurenz Langer, 21 October 2015

**Economic self-help group programmes for improving women's empowerment** by Thomas de Hoop, 22 October 2015

**Cost-effectiveness analyses of complex interventions in low and middle income countries** by Edoardo Masset, 25 November 2015

**The effects of school-based decision making on educational outcomes in low and middle income contexts** by Roy Carr-Hill, 3 December 2015

### **3ie-International Food Policy Research Institute Washington seminar series**

The 3ie-International Food Policy Research Institute Washington seminar series attracts a large and diverse audience of academics, donors, policymakers and development practitioners. It features 3ie-funded research, as well as presentations from other sources. It is an effective forum for researchers to get feedback on their work, for NGOs to share practical difficulties they experience with using evidence, and for policymakers to become better-informed.

**Debt reduction for life: the impact of the heavily indebted poor countries initiatives on child mortality** by Eric Djimeu, 3ie, 22 January 2015

**Gender and technology diffusion** by Florence Kondylis, The World Bank, 26 February 2015



**Promoting career aspirations as an HIV prevention strategy: findings from the Tisankhenji radio program in Malawi** by Rajiv Rimal, George Washington University, 23 April 2015

**Measuring the unmeasurable: applying a broader view of mixed methods to evaluate the impact of energy-efficient home heating stoves in Mongolia** by Leslie Hodel, Social Impact, 25 June 2015

**Information and communication technologies, prenatal care services and neonatal health** by Maria Fernanda Rodrigo, Inter-American Development Bank, 10 September 2015

**Financial constraints and girls' secondary education: evidence from school fee elimination in the Gambia** by Moussa Blimpo, The World Bank, 22 October 2015

**Do mass polio vaccination campaigns limit the use of other healthcare services?** by Stéphane Helleringer, Johns Hopkins University, 12 November 2015

**Assessing the impacts of Mais Educação on educational outcomes: evidence between 2007 and 2011** by Rita Almeida, The World Bank, 9 December 2015

# Appendix F

## 3ie financial report

### Financial report

3ie is a 501 (c) (3) not for profit corporation registered under the laws of the State of Delaware in United States.

As of 31 December 2015, 3ie's assets stood at US\$96.73 million, comprising US\$41.12 million in cash balances, US\$55.22 million as grants receivable (i.e. undisbursed balances in signed grant agreements) and US\$0.39 million in other receivables, fixed assets and deposits. 3ie has liability towards grants/expenses payable and refundable advances of US\$1.41 million. The undisbursed grants commitment of grant

agreements signed by 3ie with sub-grantees is US\$30.16 million.

Income for the year 2015 was US\$31.87 million comprising multi-year grants from various donors, service income and interest income. Expenses for the same year were US\$26.10 million of which grant disbursements account for 70.8 per cent. The other major categories of expenses were salaries at 14.1 per cent, consulting fees at 5.4 per cent and travel at 3.7 per cent.

### Income for 2014 and 2015

#### Grants, conference income, service income and others

Particulars	US\$ millions		
	2014	2015	Total
The Gates Foundation	14.04	2.79	16.83
Department for International Development, UK	3.29	25.90	29.19
The William and Flora Hewlett Foundation	4.75	--	4.75
Department of Foreign Affairs and Trade, Australia	(0.14)	(0.99)	(1.13)
Canadian International Development Agency	(0.01)	--	(0.01)
Danish International Development Agency	--	0.14	0.14
United States Agency for International Development	0.11	0.28	0.39
Norwegian Agency for Development Cooperation	0.10	--	0.10
MasterCard Foundation	0.10	--	0.10
Millennium Challenge Corporation	0.10	--	0.10
UNICEF	--	1.44	1.44
World Food Programme	--	1.25	1.25
Technoserve	--	0.45	0.45
UNOPS – WSSCC	1.54	0.02	1.56
Care UK	1.04	--	1.04
IFAD	0.51	0.75	1.26
Others	0.81	0.58	1.39
Discount on grants receivable	(0.13)	(0.74)	(0.87)
<b>Total</b>	<b>31.71</b>	<b>26.10</b>	<b>57.81</b>

## Expenditure for 2014 and 2015

	2014		2015	
	US\$		US\$	
<b>Grants</b>	<b>12,932,779</b>	<b>61.2%</b>	<b>18,470,952</b>	<b>70.8%</b>
Open Window	4,082,141	19.3%	2,351,435	9.0%
Systematic Reviews	485,975	2.3%	636,854	2.4%
Policy Windows (includes CPW)	2,160,554	10.2%	2,942,943	11.3%
Social Protection Thematic Window	751,774	3.6%	558,830	2.1%
HIV/AIDS Combination Prevention	2,926,801	13.9%	5,787,463	22.2%
HIV Self Testing and Voluntary Medical Male Circumcision Thematic Windows	1,004,258	4.8%	854,894	3.3%
Agricultural Innovations Thematic Window	1,041,011	4.9%	1,817,586	7.0%
Integration of HIV services Thematic Window	30,521	0.1%	900,461	3.5%
Transparency and Accountability Thematic Window	238,649	1.1%	1,079,201	4.1%
Immunisation Thematic Window	--	0.0%	837,491	3.2%
Other thematic windows	203,595	1.0%	679,827	2.6%
Other grants	7,500	0.0%	23,967	0.1%
<b>Advocacy</b>	<b>826,988</b>	<b>3.9%</b>	<b>373,149</b>	<b>1.4%</b>
Policy influence and monitoring	494,363	2.3%	84,901	0.3%
Workshops and conferences	298,318	1.4%	206,723	0.8%
Printing and publications	30,695	0.1%	55,218	0.2%
IT support for website	3,612	0.0%	26,307	0.1%
<b>Professional fees</b>	<b>2,824,197</b>	<b>11.4%</b>	<b>1,845,819</b>	<b>7.1%</b>
Auditing and accounting	55,503	0.3%	54,887	0.2%
Consulting fees	1,190,196	5.6%	1,419,801	5.4%
Registry	410,145	0.0%	255,000	1.0%
Legal	42,084	0.2%	35,277	0.1%
GDN services	1,087,370	5.1%	20,771	0.1%
Training and development	38,899	0.2%	60,083	0.2%
<b>Operational expenses</b>	<b>4,534,925</b>	<b>21.5%</b>	<b>5,407,136</b>	<b>20.7%</b>
Salaries and benefits	2,977,026	14.1%	3,676,180	14.1%
Board honorarium	44,000	0.2%	44,000	0.2%
Travel	1,119,191	5.3%	960,151	3.7%
Amortisation	4,500	0.0%	26,680	0.1%
Office expenses	390,208	1.8%	700,125	2.7%
<b>Total</b>	<b>21,118,889</b>	<b>98.1%</b>	<b>26,097,056</b>	<b>100.0%</b>

## Expenditure by activities (2015)

	%
<b>Grants</b>	<b>71</b>
<b>Advocacy</b>	<b>2</b>
<b>Operational expenses</b>	<b>20</b>
<b>Professional fees</b>	<b>7</b>
<b>Total</b>	<b>100%</b>



## Financial position

	2014	2015
<b>Assets</b>	<b>US\$</b>	<b>US\$</b>
Held in Citibank and TD checking, savings and investment accounts	49,723,145	41,115,852
Grants receivable	42,426,787	57,153,613
Discount on grants receivable	(1,194,389)	(1,931,812)
Other receivables	131,099	211,932
Software and equipment and others	173,161	179,466
<b>Total</b>	<b>91,259,803</b>	<b>96,729,052</b>

	2014	2015
<b>Liabilities and net assets</b>	<b>US\$</b>	<b>US\$</b>
Accrued expenses	1,717,256	1,409,308
Unrestricted net assets	29,038,358	26,896,269
Temporarily restricted net assets	60,504,189	68,423,475
<b>Total</b>	<b>91,259,803</b>	<b>96,729,052</b>

## Notes

1. Accounts are prepared on accrual basis.
2. Assets: grants receivable is undisbursed portion of funds in signed grant agreements, with discount on grants receivable adjusting to present value using 3.25% discount rate.
3. Operational expenditure are not all overheads, also including also staff time and other expenditures such as travel related to achieving 3ie objectives in promoting the capacity to produce and use impact evaluations.
4. Board expenses are only fee payments not meeting related expenses.

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