

Annual report 2017  
**Evidence · Action · Impact**



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# About 3ie

The International Initiative for Impact Evaluation (3ie) promotes evidence-informed equitable, inclusive and sustainable development. We support the generation and effective use of high-quality evidence to inform decision-making and improve the lives of people living in poverty in low- and middle-income countries. We provide guidance and support to produce, synthesise and quality assure evidence of what works, for whom, how, why and at what cost.

## 3ie strategy 2020

How we contribute to effective development





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# Abbreviations and acronyms

<b>AfrEA</b>	African Evaluation Association
<b>BOAD</b>	West African Development Bank
<b>CEDIL</b>	Centre of Excellence for Development Impact and Learning
<b>DFID</b>	Department for International Development (UK)
<b>EGM</b>	Evidence gap map
<b>L&amp;MIC</b>	Low- and middle-income country
<b>NGO</b>	Non-governmental organisation
<b>SBCE</b>	Social, behavioural and community engagement
<b>SDGs</b>	Sustainable Development Goals
<b>SINERGIA</b>	National Results-Based Management and Evaluation System
<b>USAID</b>	United States Agency for International Development
<b>WACIE</b>	West Africa Capacity-building and Impact Evaluation
<b>WASH</b>	Water, sanitation and hygiene
<b>WHO</b>	World Health Organization



# Chair's foreword



3ie is a unique organisation. It was established in 2008 with an ambitious vision: to promote the generation and use of high-quality evidence about how development policies and programmes affect the lives of real people. Over the ensuing decade, 3ie has grown a membership of champions for evidence-informed policymaking and pooled resources from a range of funders to undertake impact studies and systematic reviews in priority areas. It has worked closely with evaluators and programme implementers to make sure 3ie-funded studies meet decision makers' needs. It has advanced the new evaluation and synthesis methods, developed the first interactive maps of rigorous evidence, created the leading repository for impact evaluations in the world and advocated tirelessly for strengthened research quality. It's been a busy 10 years!

I am proud (and a little intimidated) to have stepped into the role of chair of the board. I follow in the footsteps of Richard Manning and Paul Gertler, who each contributed so much to move 3ie from idea to institution, while the founding executive director, Howard White, led the organisation. I have the honour to serve with talented members of the 3ie Board of Commissioners – eminent professionals who have spent their careers bringing sound reasoning and empirical evidence into the service of public policymaking for the greater good. I am delighted to support the efforts of 3ie's current chief executive, Manny Jimenez, as he leads a team that is rich in experience in evaluation, synthesis, replication, advocacy, evidence use, programme management and myriad other skills.

The field of impact evaluation is changing in crucial ways. First, policy-relevant insights can now be gleaned from a solid base of empirical evidence. We do not have to perpetually say, 'More research is needed'. A top priority for 3ie now is to support the synthesis and communication of those findings so they can be widely applied. Second, with methodological developments and many years of experience, we now can conduct impact evaluations in a range of high-investment areas that have been relatively underinvestigated, such as infrastructure and energy, or are of global concern, such as climate change and governance. Third, developments in data collection permit researchers to find quicker, less costly ways of obtaining high-quality evidence. 3ie can accelerate progress in these areas.

Importantly, decision makers in the Global South are increasingly pressured by citizens and want to use evidence to deliver on promises to improve lives. Paradoxically and concurrently, many major donors are reassessing their priorities for supporting evidence-informed decision-making. This is spurring us all to be ever more efficient, creative and entrepreneurial.

Along with 3ie members, leadership and staff, commissioners, and other supporters, we are ready to seize the opportunities and meet the challenges. And we are definitely ready to celebrate a decade of learning.

**Ruth Levine**  
Chair  
3ie Board of Commissioners



# Letter from the executive director



Even for good photographers (and I am not one of them), trying to focus a picture when the subject is in motion is a challenge. Getting it wrong is remarkably easy when different subjects move at different speeds. To me, writing a 3ie annual report is analogous to this. 3ie and the world it inhabits are constantly in motion.

This report reflects our Strategy 2020, adopted in 2017, which focuses on three main areas. The first strategic area is how 3ie has supported both the generation and use of high-quality evidence. We bring these aspects together to highlight 3ie's approach to supporting and managing studies and reviews that are not only of world-class technical standard, but are also relevant and useful. 3ie supports process and formative evaluations in advance of impact evaluations, such as our agricultural insurance and latrine use programmes. 3ie works with research teams, implementers, policymakers and donors throughout the whole evaluation cycle, from evidence gap mapping to generating impact evaluations to synthesising evidence, especially in our country evidence programmes in Uganda and the Philippines.

This report also describes work in our second strategic area, which is how 3ie helps improve the global policy environment for evidence generation and use. This advocacy is more important than ever. We summarise our active engagements in global, regional and national forums, such as the Global Evidence Summit and the Community of Evaluators South Asia's international evaluation conclave.

Our bursary programme helps ensure crucial voices from low- and middle-income countries (L&MICs) participate. This report also discusses how 3ie promotes both access to evidence through its data repositories and quality of evidence through its replication programme.

Our third strategic area is how 3ie continues to renew itself institutionally. We are particularly proud of how we have attracted the Asian Development Bank and Heifer International to join us as members.

Part of this institutional renewal has been in significant transitions in our board and senior management during the past year. Our new board chair, Ruth Levine, contributes her first letter in these pages. Ju-Ho Lee, South Korea's former education minister, joined the board. We bid a fond farewell to Richard Manning as chair and Uma Lele as a long-time commissioner. I would like to express my deepest thanks to them for their service.

On the senior management team, we were pleased to welcome Sara Pacqué-Margolis as director and head of 3ie's Washington, DC office, and Marie Gaarder as director of the Evaluation Office and global director for innovation and country engagement.

Not least, I would like to thank the 3ie staff for their tireless work and commitment, which we can see in this annual institutional snapshot. Given that 3ie is part of an ever-changing world, it was like taking a selfie while running!

**Emmanuel Jimenez**  
3ie Executive director

# 3ie highlights from 2017

Completed **29** impact evaluations and systematic reviews, with **100** ongoing and **22** new impact evaluation grants signed

Awarded **22 new impact evaluation grants** in sectors such as agriculture and rural development, water and sanitation, and environment and disaster management in **15 countries** under our country evidence programme and thematic and regional programmes

Published **seven new evidence gap maps** on the interactive online platform

Organised or co-organised **10 major evidence-sharing events** in L&MICs

Produced **45 new videos**, including **2** how-to videos and **1** video lecture, taking the total to **299**

**Impact Evaluation Repository** remains the largest resource of its kind, with nearly **4,700 studies**

**Expanded our expert roster to 547**, with most experts in social protection, education, and health, nutrition and population

Published **25** briefs, **23** impact evaluations, **8** systematic reviews, **7** evidence gap map reports, **4** scoping papers, **3** systematic review summary reports, **2** replication papers and **2** working papers

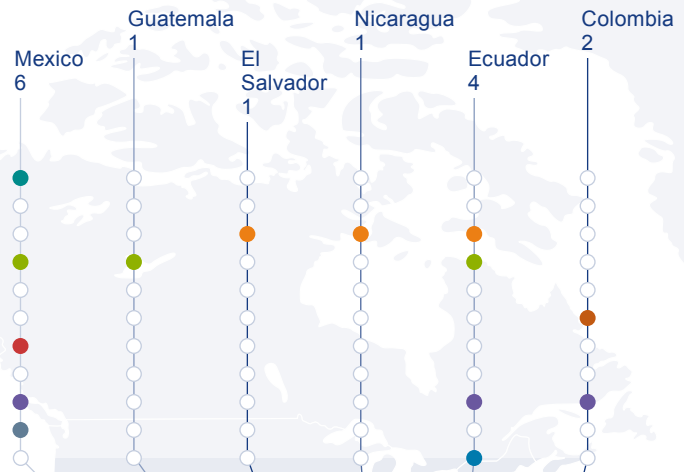
Awarded **86 bursaries** for L&MIC participants, of which **42 per cent** were from Sub-Saharan Africa, to attend conferences and capacity-building events

**Two new members joined** bringing total membership to **49**, of which **35** are based in L&MICs

Annual income, including new signed agreements, was **US\$8.53 million**

### Studies by sector

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



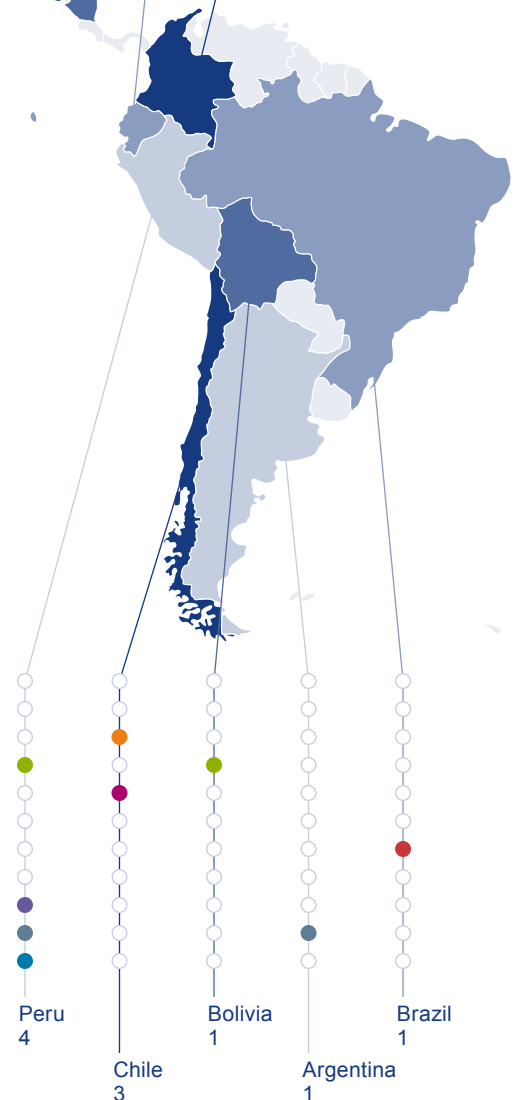
# 3ie around the world

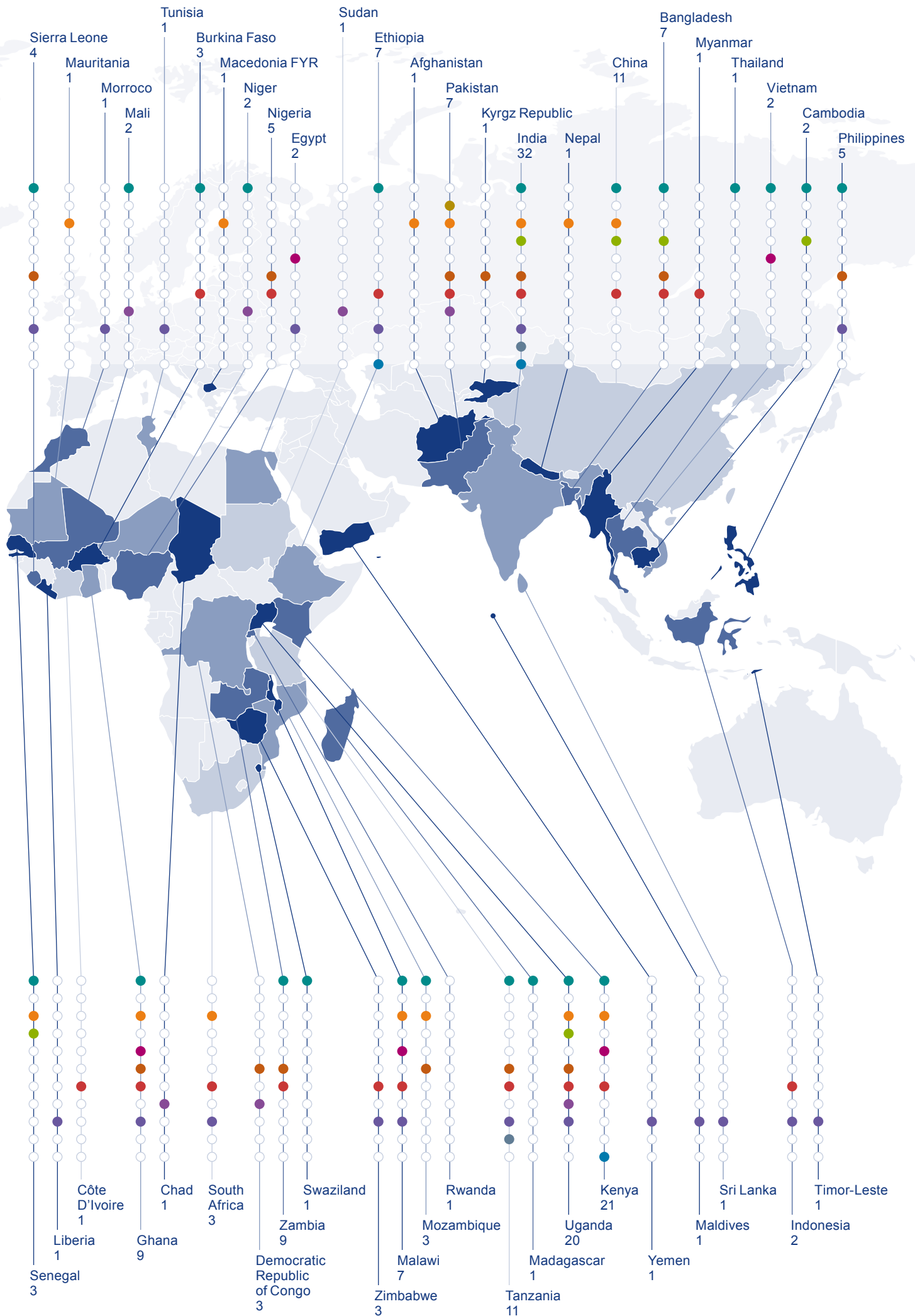
## Map of funded studies

We have committed a total of US\$125,650,975 for all evidence programmes as of December 2017.

### Studies by sector

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







# Supporting the generation and use of high-quality evidence

1

Our grant-making helps close three types of high-priority evidence gaps – geographic gaps within L&MICs, thematic or development-sector gaps, and gaps in relation to specific populations. We use an integrated approach to evidence production. We do this by carrying out scoping work and developing informative evidence gap maps to focus investments in areas where rigorous evaluation studies or evidence syntheses are missing or insufficient.

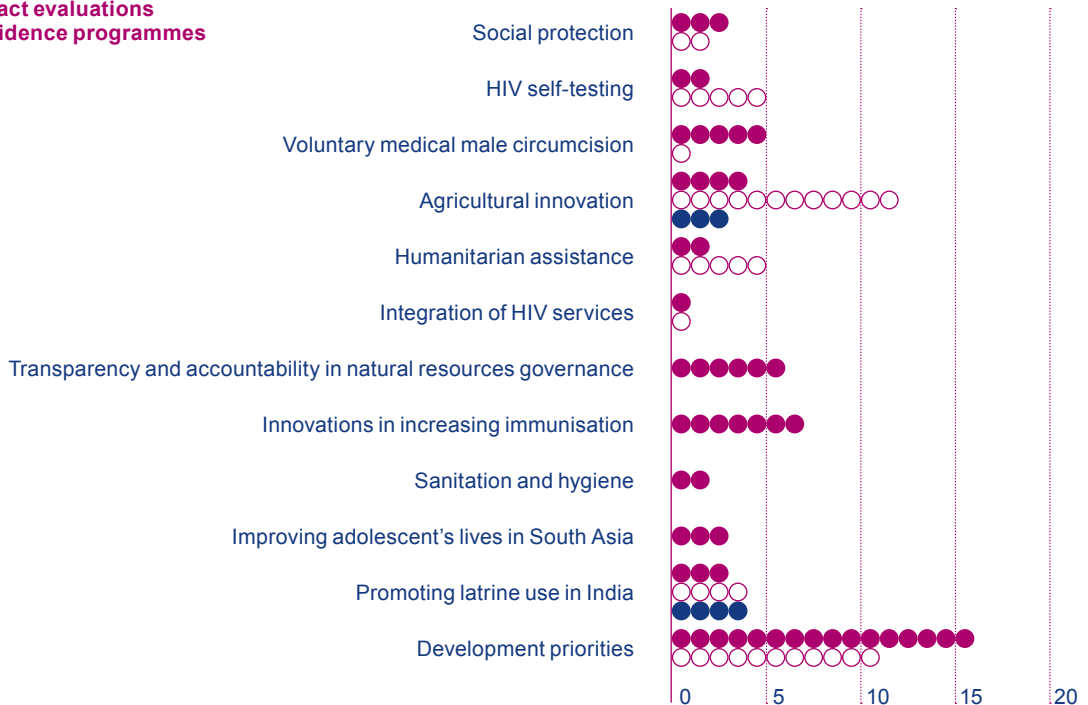
## Closing thematic evidence gaps

Our thematic evidence programmes support studies that answer specific questions or a set of questions in a sector or a subsector where evidence is scarce and where evidence gaps persist. Since 2011, we have funded studies in 13 sectors or subsectors, consulting with key stakeholders and mapping existing evidence to determine the focus of these evidence programmes. We are building the evidence base in sectors and on questions that go beyond the traditional sectors of agriculture, education, health and social protection to address the priorities identified in our Strategy 2020.

3ie is increasingly supporting formative or process evaluations to help implementers and us understand how well interventions are being implemented before committing resources to evaluate their impact. This year, we supported seven formative evaluations under the Agricultural Insurance Evidence Programme and 11 impact evaluations under the Development Priorities Programme (Figure 1). We awarded nine grants to prepare impact evaluation proposals under the Promoting Latrine Use in Rural India Evidence Programme.

**Figure 1**  
Distribution of impact evaluations across thematic evidence programmes

- Completed
- Ongoing
- Grants awarded





We support evidence synthesis because it provides decision makers with findings that are more likely to be generally applicable and more robustly validated as indicating what works or does not, for whom, how, and why than a single study can indicate. We support internationally recognised theory-based, mixed-method methodologies.

### **Box 1** **Early use of our systematic review findings**

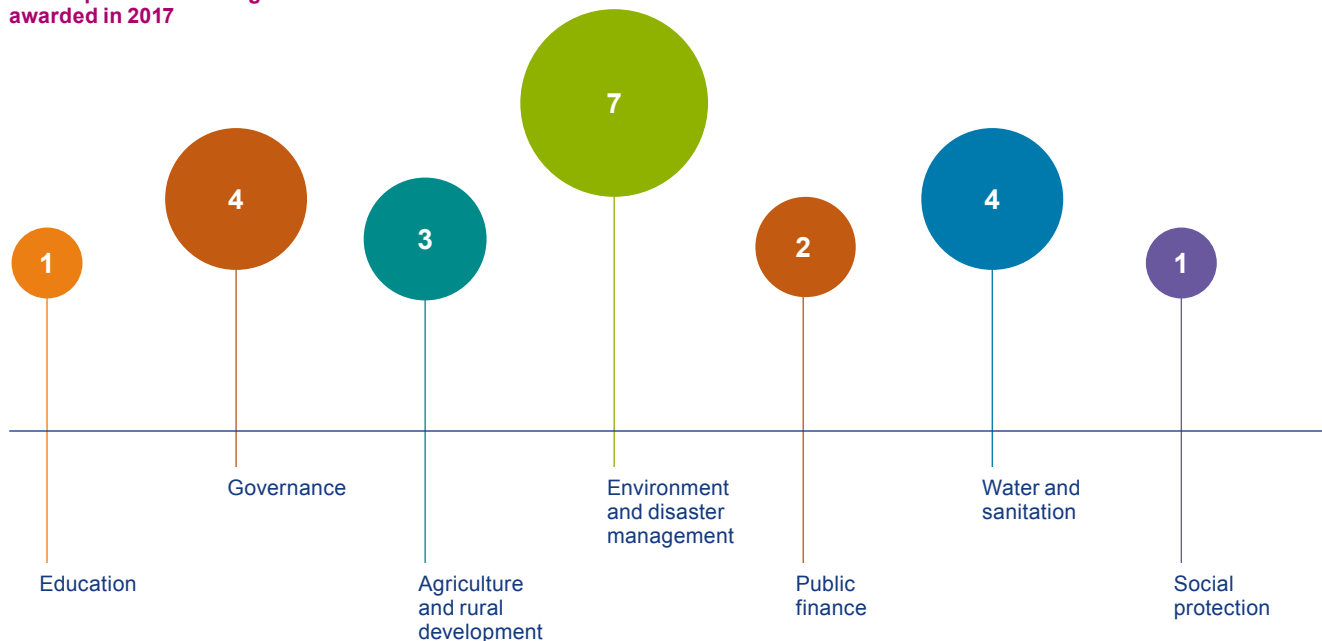
Findings from the 3ie-supported systematic review of the impact of agriculture certification schemes have resonated amongst major stakeholders, including Fairtrade International and the ISEAL Alliance. Our improved approach to engagement and evidence use of systematic reviews has contributed to this early and important uptake. According to Fairtrade, the review findings draw attention to the limitations farmers and workers face in accessing decent livelihoods in global value chains. Fairtrade has used the findings to inform its advocacy efforts and approach to tailor-made programmes to complement certification. Due to the inconclusive evidence on the effects of these schemes, Fairtrade is renewing its commitment to promote reliable and open-access research and evaluation, and improve monitoring, evaluation and learning systems. The ISEAL Alliance, a global membership association for sustainability standards, has asked for 3ie technical support for new work on synthesis, mapping and creating a new evidence portal.

Our systematic review portfolio is also adding to the growing evidence base for achieving the Sustainable Development Goals (SDGs) and targets. For example, evidence from our systematic portfolio review of water, sanitation and hygiene (WASH) programming during the phase of Millennium Development Goals found that most implementing agencies do not orient their policies and programmes sufficiently to facilitate access and use based on people's sex, age, health, abilities and other determinants that affect how they might overcome barriers to WASH facilities.

Our systematic review summaries provide an accessible overview, findings and recommendations in a format tailored for decision makers and understandable to non-research users. A systematic review summary on the effectiveness of agricultural certification schemes shows that certification improves prices and farm income, but not household income or farm workers' wages. The latter is an important new finding about the limits to certification benefits. Useful findings and recommendations from this systematic review have also led to its early uptake (Box 1). One systematic review summary, *Promoting handwashing and sanitation behaviour change in low- and middle-income countries*, demonstrates that community-based approaches are particularly effective and illustrates common barriers and enablers to effective implementation. Another report on short-term WASH interventions in emergency responses provides evidence on how to design better interventions that address community perceptions and preferences.



**Figure 2**  
**New impact evaluation grants awarded in 2017**



### Improving transparency and accountability in natural resource governance

This evidence programme supports studies that focus on the extractives sector in resource-rich countries. These impact evaluations aim to test interventions that improve transparency and accountability through providing relevant information with the support of technology and other deliberative forums. As part of our continued effort to promote peer learning between study teams, we held a workshop to share lessons learned on designing and implementing high-quality, policy-relevant impact evaluations at the 8th African Evaluation Association (AfrEA) International Conference in Kampala. This one-and-a-half-day event included donors, evaluators, academia and experts in the extractives sector. We invited experts from organisations such as the Extractive Industries Transparency Initiative and Natural Resource Governance Institute. Participants explored some of the ongoing global and local transparency initiatives and the challenges in evaluating them rigorously.

### Lessons from formative work on agricultural insurance

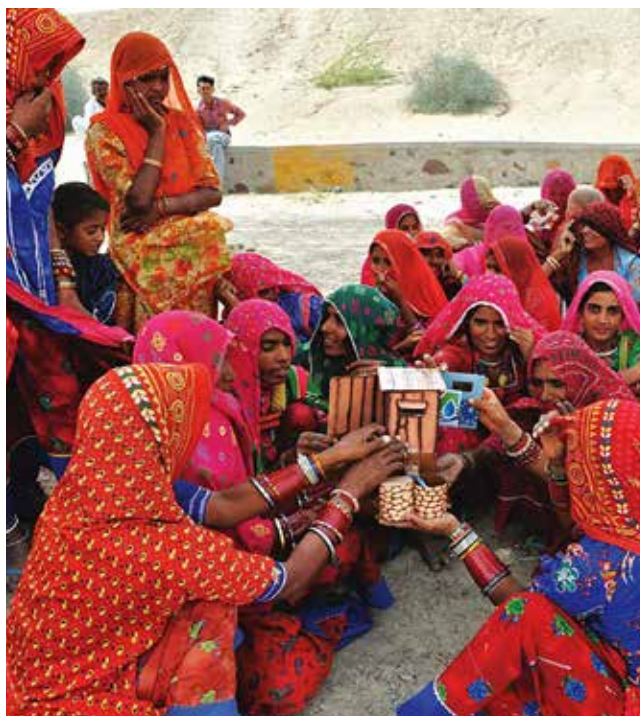
In 2017, we supported process and formative evaluations of agricultural insurance interventions involving innovative products and processes for smallholder farmers in L&MICs. Through this work, we want to add to the evidence base on the effectiveness of financial instruments in reducing, mitigating and transferring risks faced by this population.

Findings from formative evaluations reveal that awareness and knowledge of agricultural insurance products is typically low amongst poor farmers. Liquidity remains a constraint in the uptake of insurance products. This has made risk-mitigating instruments (that combine credit with insurance) an interesting option for insurance providers. These findings are also relevant for designing interventions. For example, although technology-based interventions may reduce costs and enable outreach to remote places, infrastructure (such as roads and Internet connectivity) needs to be in place to produce observable impacts.



‘To be part of the evaluation office is to be ready for anything. In managing a portfolio of sanitation impact evaluations, spread over multiple years and in diverse areas, I have developed an agility to respond to sudden deviations and unexpected outcomes. This is entirely due to being part of a dedicated team, which has carefully nurtured my abilities.’

**Shaon Lahiri**  
Research associate



### Promoting latrine use in rural India

We awarded grants to research teams to design and implement low-cost behavioural interventions to promote latrine use over three months in rural areas across eight Indian states. They found that the most common barriers were uncertainty around the filling and emptying of the latrine pit, perceived convenience and comfort of open defecation, and uncertainty over how to use a latrine. From our standpoint, the experimentation and iteration permitted in this formative phase, coupled with a cross-fertilisation of ideas amongst teams during an inception workshop, resulted in context-specific interventions and impact evaluations.

By organising an inception workshop, we were able to communicate 3ie’s standards for high-quality impact evaluations, engagement and promotion of evidence use, grant processes, and reporting requirements for grantees. A key lesson participants identified was the need to standardise how we measure latrine use. We organised a subcommittee on measurement to brainstorm and draft standard measurement tools that all grantees could use to compare data across projects (Box 2). We also conducted a session on data transparency, led by Arnaud Vaganay, a trainer who is part of the Berkeley Initiative for Transparency in the Social Sciences.

### Box 2 Measuring latrine use

Traditional methods of measuring latrine use are prone to bias. Survey questions can elicit varying responses, depending on who is asking the questions and how they are being asked. As part of the Promoting Latrine Use in Rural India Evidence Programme, we selected IFMR LEAD to measure latrine use independently amongst a subset of our impact evaluation teams’ study samples. The IFMR LEAD team will compare latrine use data obtained from two distinct tools across four impact evaluation project areas in the states of Bihar, Gujarat, Karnataka and Odisha. One tool will be a questionnaire from the National Family Health Survey conducted in India since the early 1990s, and the other is a set of standardised latrine use questions developed for this evidence programme. We hope that this project will increase the validity of our latrine use measurements, as well as others in this field, and help us determine the most appropriate questions for obtaining accurate latrine use data.



'3ie has a unique mission – supporting both the production and use of rigorous evidence for policy and programme development in L&MICs. In my first year, I have been so encouraged by the commitment of 3ie's board, staff, members and donors to finding innovative, equitable and sustainable approaches to fulfilling this mission.'

**Sara Pacqué-Margolis**  
Director,  
head of the Washington Office

### Evidence on preventing HIV and AIDS

Our HIV and AIDS evidence programmes support evaluations on self-testing, voluntary medical male circumcision, integrated health services and internal replications of notable HIV prevention interventions. Findings from studies completed in 2017 under the HIV Self-Testing Programme show it is a safe and effective option for difficult-to-reach populations. In July, we organised a well-attended satellite session at the International AIDS Society Conference on HIV Science. Amongst the attendees was the permanent secretary at the Ministry of Health in Zambia. Findings from an impact evaluation of a self-testing intervention in Uganda were cited as playing an important role in informing the government's decision to introduce oral self-testing kits, national guidelines for which will be launched soon. The studies on integrating HIV services with other health services provide evidence on improving healthcare as more people are eligible for HIV and AIDS treatment.

We closed our first thematic replication programme, which focused on HIV prevention and treatment. We funded five studies covering research on antiretroviral therapy, HIV development assistance, HIV education programmes and conditional cash transfers.

### Box 3

#### Implementing the World Health Organization's guidelines on HIV self-testing: expert panel approves the first self-testing product

The Unitaid-funded Expert Review Panel for Diagnostics, hosted by the Global Fund, approved the first HIV self-testing product in March. This will enable countries to start implementing the World Health Organization (WHO) guidelines and encourage more people to test. In December 2016, the WHO issued a supplement to the consolidated guidelines on HIV self-testing. This supplement, amongst other evidence, uses findings from 3ie-supported impact evaluations of pilot interventions in Kenya to provide recommendations and additional guidance on HIV self-testing and HIV partner notification services.



### Midterm lessons on what works to improve immunisation coverage

Our Innovations in Increasing Immunisation Coverage Evidence Programme is supporting impact evaluation to assess which innovative approaches work to engage communities in increasing immunisation coverage. We hosted a midterm peer-learning event in July that brought together researchers and implementing partners from Ethiopia, India, Kenya, Myanmar, Nigeria, Pakistan and Uganda. Lessons, challenges and solutions emerged on designing interventions for hard-to-reach populations and those in fragile areas. Participants discussed the challenges associated with implementing technology-enabled interventions in real-world contexts; training frontline health workers with high workloads but limited literacy, skills and exposure to innovations; and experiences with integrating interventions into existing healthcare systems at the institutional and financial levels. External experts in the sector from UNICEF, Global Health Strategies, John Snow Inc., the Clinton Health Access Initiative and the Bill & Melinda Gates Foundation provided feedback and made recommendations to improve the analysis and recommendations emerging from these studies. The workshop report from this event is available on our website.

### Improving rural livelihoods in India

We are undertaking a multistate impact evaluation of India's National Rural Livelihood Mission for the central Ministry of Rural Development and the World Bank. The mission aims to create efficient and effective institutional platforms for the rural poor, enabling them to increase household income through sustainable livelihood enhancements and improved access to financial services. The large-scale impact evaluation includes a sample of more than 25,000 households, and findings will inform the design and further expansion of the mission.

As part of this work, we developed an EGM of livelihoods programmes in L&MICs that have a similar group-based credit and savings approach as the Indian programme. We identified more than 100 impact evaluations. However, significant gaps in evidence remain. For instance, while many studies have focused on the impacts of such programmes on household income and debt, few have examined potential mechanisms of impact, such as employment generation or financial literacy.



## Country and regional evaluation, synthesis and evidence-strengthening work

We work directly with our L&MIC government members through our country-focused evidence programmes. They are tailored to the national context, focus on closing evidence gaps prioritised by the member government, and are a useful mechanism to help build evaluation capacity and facilitate peer learning. In 2017, we awarded three formative evaluation grants and one process evaluation grant in Uganda, and one impact evaluation in the Philippines. We also received funding from the Hewlett Foundation to kick-start our first regionally-focused evidence programme in West Africa.

### Uganda

This programme is the result of a collaboration with one of our members, the Office of the Prime Minister of Uganda, with support from the Department for International Development (DFID). The steering group, headed by the Office of the Prime Minister, identified education, family planning, youth livelihood and decentralisation as key sectors for evaluation. In 2017, we supported an impact evaluation of Uganda's flagship Youth Livelihood Programme and continued support to the evaluation of a school facilities grant programme and a family planning programme. In March, baseline findings from the evaluations were presented to key stakeholders in Kampala. The findings were also presented at a cabinet retreat of the Government of Uganda. We also funded a process evaluation of the government's Vegetable Oil Development Project. This process evaluation is expected to inform the midterm review of the programme.

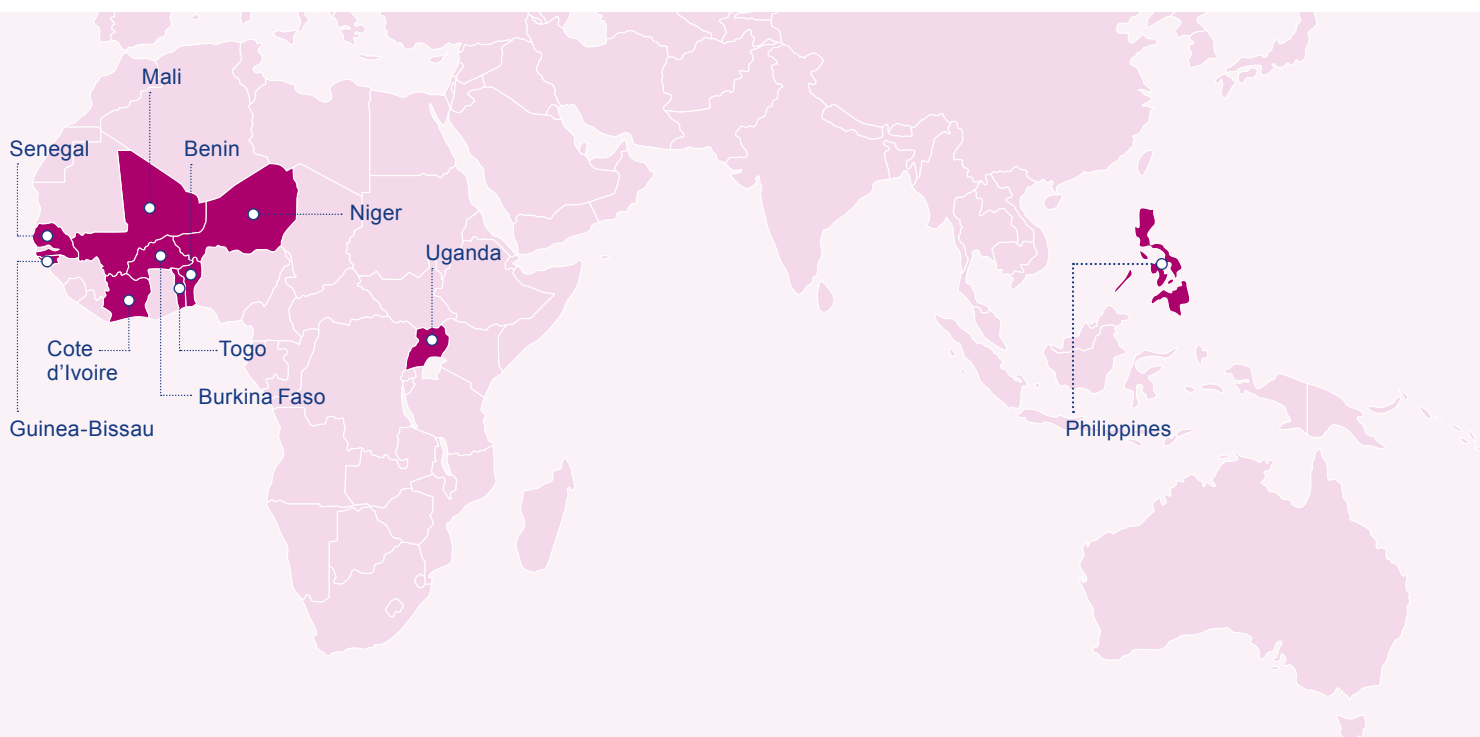
### The Philippines

The objective of this programme is to develop and fund rigorous, mixed-methods impact evaluations to inform policymaking. In addition to commissioning impact evaluations, this programme supports capacity-building activities for Philippine researchers and supports the impact evaluation management framework of the National Economic and Development Authority. In 2017, we awarded two impact evaluation grants for reforms aimed at court decongestion and improving procedural efficiency at the Supreme Court of the Philippines. We have also worked with the Department of Labour and Employment to improve the capacity of officials through workshops on conducting impact evaluations, designing research, analysing data and using survey software.

### West Africa

The West Africa Capacity-building and Impact Evaluation (WACIE) programme is a multiyear regional programme led by 3ie in collaboration with the Government of Benin. WACIE is designed to respond to the need for capacity strengthening of national governments to generate high-quality evidence and promote its sustained use in policymaking across eight West African countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo.

In 2017, the Hewlett Foundation provided funding support for a scoping study and for mapping of the evaluation ecosystem across the WACIE countries. Through this activity, we hope to better understand and promote the institutionalisation of evaluations and evidence use amongst governments in the region.





## Making marginalised and vulnerable populations visible in evaluation and synthesis

Marginalised and hard-to-reach vulnerable populations are often neglected when designing and targeting development programmes. Few studies have carried out robust distributional analysis on the gendered effects of interventions on women and girls. Studies often lack robust analysis of programme impacts on populations and subpopulations discriminated against or ignored because of age, gendered norms, ethnicity, sexuality, caste, religion, displacement, different abilities and other determinants of inequality. We aim to address this gap through promoting and mainstreaming gender and equity responsiveness in our work, as we believe that evidence should encompass social justice, equality and inclusion.

## Fostering dialogues on equitable evaluations

To promote dialogue on addressing social exclusion in development evaluations, we organised a day-long conference at the Washington Evidence Week in April. Participants discussed how multiple dimensions of inequality and social exclusion are being neglected in programming and policies and, by extension, in evaluation and synthesis. One session focused on how marginalised populations are hard to reach and are affected differently by programmes and policies. Panellists also discussed how the popularity of randomised evaluations and estimation of population-level impacts has diverted attention from assessing the impact of interventions when social and structural determinants of inequality are taken into account in design and analysis.

*'I ask that we push ourselves to figure out whether our daily practices – the way we conduct and use impact evaluation – reflects a larger moral aspiration towards truth, distributive justice and human progress.'*

Remarks by **Ruth Levine**,  
3ie board chair and director,  
Global Development and Population Program,  
William and Flora Hewlett Foundation,  
at the London Evidence Week,  
8 November



We carried this major focus through to the London Evidence Week conference in November. During this event, Ruth Levine, chair of our Board of Commissioners and director of the Hewlett Foundation's Global Development and Population Program, spoke about the moral case for evidence in policymaking, focusing on impact evaluation. She called on evidence enthusiasts to ensure that the way they conduct and use impact evaluations reflects a larger moral aspiration towards truth, distributive justice and human progress. Pointing out that research should not be extractive, she said we should give more importance to well-being than methodological differences in impact evaluations.



In London, Charlotte Watts, chief scientific adviser, DFID, delivered the fourth Howard White Lecture, titled 'Rigged or rigorous? Researcher-practitioner partnerships to evaluate the impact of complex social interventions'. She talked about the growing demand for robust evidence on addressing violence against women and girls, particularly prevention, given its high prevalence in developing countries. She shared findings and lessons from a 3ie-supported impact evaluation of the SASA! programme, a community mobilisation intervention that seeks to change community attitudes, norms and behaviours that result in men's power over women in Uganda (Box 4). She highlighted several instances where strong researcher and programme manager partnerships helped overcome barriers and were instrumental to the success of the programme. While researchers bring academic and technical skills, programme managers know the local context, enjoy the community's trust and have the position and knowledge to affect programme outcomes. She emphasised the role of the strong qualitative data collection that was embedded in the quantitative analysis and looked at the relationship dynamics between men and women that shed light on the role of community mobilisation interventions in improving communication.





### Prevention of intimate partner violence

Intimate partner violence is the most common form of gender-based violence, a global health problem and a human rights violation. In 2017, we produced an EGM, a report and a brief to provide researchers, policymakers and programme staff with an overview of existing evidence about intimate partner violence prevention interventions in L&MICs. We scanned 47 complete and 28 ongoing impact evaluations, most conducted in the last 10 years, and identified some notable gaps. For instance, there is a need for high-quality systematic reviews, and more evaluations are needed that report on outcomes for men. We also need more evidence on cost-effectiveness. This is the first 3ie EGM to include gender-responsive evidence coding and analysis of the evidence base, identifying issues such as the consideration of local gender norms in the research process. In 2017, we presented our work to a network of African non-governmental organisations (NGOs) and researchers in coordination with Raising Voices, a Uganda-based NGO, and at the Sexual Violence Research Initiative Forum in Brazil.

### Box 4

#### Using evidence to prevent violence against women in Uganda

We funded an impact evaluation of the SASA! programme to assess its effectiveness in preventing violence against women. The evaluation found that SASA! was effective in changing social norms, attitudes and behaviours. The Center for Domestic Violence Prevention, the implementing agency, used the findings from this study to advocate for changes in government policies and programmes to reduce gender-based violence.

The Ministry of Gender, Labour and Social Development, with support from Irish Aid, is now piloting SASA! in the Busoga subregion. This pilot has involved tailoring SASA! to government priorities and implementing it as part of a larger community development programme. Participation in the impact evaluation, which necessitated close monitoring to ensure the programme was implemented as planned, helped the center strengthen its monitoring and evaluation system and integrate it more firmly into programming, for example, to enhance community members' receptivity to the intervention.



### Improving the sexual and reproductive health of adolescents

In 2016, we produced an EGM of interventions that focus on improving adolescent sexual and reproductive health. In 2017, we continued our engagement with stakeholders, presenting findings of the map at the AfrEA meetings in Kampala and later, at a webinar organised by Making Cents International for the Youth Power initiative. Both events reached programme managers, policymakers and researchers from different regions.

### Reproductive, maternal, newborn and child health

We produced a map of social, behavioural and community engagement (SBCE) interventions related to reproductive, maternal, newborn and child health. The map identifies existing and ongoing impact evaluations and systematic reviews of selected SBCE interventions and evidence gaps where new impact evaluations and systematic reviews could add value to programming and policies, such as WHO guidelines.

The WHO commissioned a brief, combining the findings from the adolescent sexual and reproductive health EGM and the SBCE map, to highlight the main findings and common limitations related to both subjects and identify possible areas for future research.

### Box 5 Using evidence on what does not work in improving maternal health to inform global health policies

Two states in India have implemented programmes incentivising private healthcare providers to increase institutional deliveries amongst pregnant women living below the poverty line. The Chiranjeevi Yojana in Gujarat is a statewide programme reaching more than 800 private hospitals. The Thaiy Bhagya Scheme in Karnataka was smaller in scale, covering five districts and close to 90 healthcare providers.

Researchers from Duke University led an impact evaluation of these programmes. They did not observe any increase in the rates of institutional deliveries or improvements in maternal health. The study pointed to factors such as low service quality and lack of motivation amongst service providers as limiting the potential impact of government initiatives. In a 2014 report, *Investing in Global Health Systems: Sustaining Gains, Transforming Lives*, the Institute of Medicine cited findings from the study to highlight the potential cost of not embedding impact evaluations in large-scale health programmes and of scaling up ineffective programmes in the absence of rigorous evidence. Commissioned by the Bureau for Global Health at the United States Agency for International Development, the report seeks to inform policymakers in the US Congress and other government authorities on the value of American investment in health systems in L&MICs.



### Lessons learned from evaluations in fragile and conflict-affected states

Our Humanitarian Assistance Evidence Programme is supporting seven impact evaluations in Chad, the Democratic Republic of Congo, Mali, Niger, Pakistan, Sudan and Uganda. They are examining important questions related to targeting, sustainability and efficiency across various sectors, including nutrition and food security, multisectoral humanitarian programming and WASH. At the AfrEA international conference in March, 3ie, DFID and the World Food Programme hosted a peer-learning event to share lessons from designing and implementing impact evaluations that examine both overall changes and implementation of programmes in fragile and conflict-affected contexts.

In terms of nutrition, emerging findings suggest the importance of a multipronged approach to combatting malnutrition. In some cases, individual programmes are not effective when implemented in isolation, but show positive effects on outcomes when combined with appropriate supplementary interventions. The impact evaluations that assessed nutrition interventions highlighted inequities in access and the importance of geographic proximity to health centres or food distribution centres. They also highlighted the need for a high level of awareness amongst potential beneficiaries and communities in helping to increase uptake of the programme.

The issue of geographic proximity is particularly complicated when dealing with migrating populations. It is critical to monitor implementation. Although guidelines and policies may be well formulated, they could be improperly implemented. In such settings, issues brought up in designing and implementing the impact evaluations can have positive effects on the programmes. For example, in the studies in Pakistan and Uganda, significant improvements in the programmes' regular monitoring systems have been made.

#### Box 6 Informing Pakistan's integrated nutrition strategy

The Agency for Technical Cooperation and Development is implementing humanitarian assistance programmes in natural disaster-prone areas of Pakistan. Researchers from the University of Mannheim are collaborating with them to assess the effectiveness of its interventions in responding to natural disasters and reducing communities' vulnerability to emergency shocks. The agency presented the study and the baseline findings at a workshop hosted by the Pakistani government. The workshop informed Pakistan's integrated nutrition strategy by drawing on the insights from donors, NGOs, national and local nutrition authorities, and other stakeholders with experience working on nutrition and disaster management.

# Spotlight Evidence gap maps



'3ie's EGMs are an invaluable contribution. We found the methodology extremely useful and versatile, in particular when investigating evidence on the policy relevance of evidence synthesis. We co-produced maps with partners in national government, which were directly informed by and modelled on 3ie's EGMs.'

## **Ruth Stewart**

Director  
Africa Centre for Evidence  
Chair  
Africa Evidence Network

We first developed EGMs in 2010 as a tool to identify what evidence exists and what does not in a particular thematic or sector area. Since then, we have continued to lead the way in developing rigorous standards, methods and tools. We are now the global leader and standard-setter for EGMs.

Our publications<sup>1</sup> on the methodological approach have been widely used and adopted by a number of organisations, including the Campbell Collaboration; FHI 360; International Rescue Committee; Sightsavers; South Africa's Department for Planning, Monitoring and Evaluation; UNICEF; USAID; and the World Bank Independent Evaluation Group. The Department for Planning, Monitoring and Evaluation, the International Rescue Committee and Sightsavers have all tailored the approach to their institutional contexts and for purposes of informing their programming.

A defining feature of our EGMs is that they are structured around a framework (matrix) designed to reflect the relevant interventions and outcomes associated with a particular area. When the framework is populated with available studies and reviews, it highlights 'absolute gaps', where few or no impact evaluations or systematic reviews exist. It also highlights 'synthesis gaps', where there is a concentration of impact evaluations but no recent, high-quality systematic review. Because they identify gaps, EGMs can be used to inform a strategic approach to research prioritisation. For example, we are using EGMs to inform our commissioning of impact evaluations and systematic reviews.



‘A few years ago, International Rescue Committee made an organisational commitment to be completely evidence-based by 2020. Evidence gap maps have been invaluable in supporting this commitment, and can help our technical staff quickly find and summarise relevant research to support decision-making. With the evidence maps, tasks that previously required hours of desk research can now be accomplished in record time, and we have been using them to support proposal writing, strategic planning, programme guidance development and staff learning.’

**Rick Bartoldus**

Evidence to action officer  
International Rescue Committee

Our EGMs have been widely shared, generating demand from varied stakeholders. This has resulted in collaboration with a number of organisations in producing EGMs, including the Children’s Investment Fund Foundation, USAID, the WHO and the Hewlett Foundation.

The Centre of Excellence for Development Impact and Learning, a consortium of which 3ie is a member, also produced an EGM covering all evidence maps of relevance to SDGs. This map of evidence maps was designed to catalogue evidence maps of development interventions in L&MICs (see page 34).

‘We in the South African government have been inspired by the EGMs 3ie has produced. 3ie guided us to set up our own processes, and today we are standing on our own feet. We are using the method and technology to inform reporting, decision-making, policy analysis and policy reviews in a timely, rigorous and legitimate manner.’

**Harsha Dayal**

Research director  
Department of Planning  
Monitoring and Evaluation  
South Africa



### Examples of our recent maps

In 2017, we completed seven new gap maps. In addition to our maps on intimate partner violence and SBCE interventions (page 24), we produced maps in four other sectors.

The US Global Development Lab at USAID commissioned a map to assess the impact evaluation and systematic review evidence base for how **science, technology, innovation and partnerships** accelerate development outcomes in L&MICs. We first conducted scoping work, including an analysis of a stakeholder survey on perceptions of science, technology, innovation, and partnership interventions and examined the state of the evidence base. The scoping report is available on our website. We presented the results of the map at the Global Evidence Summit in Cape Town, the AfrEA International Conference in Kampala, USAID's Global Innovation Week and a seminar for FHI 360's Research and Evaluation Strategic Initiative in Washington, DC. We also produced a video – featuring a roundtable consultative event held in late 2016 – that discusses the EGM and its future uses.

We also produced a map that identifies the evidence on the **effects of interventions that seek to improve state-society relations**. The map was launched in Washington, DC, including a closed-door event for USAID staff, largely from the Office of Democracy, Human Rights and Governance and some from the Office of Conflict Management and Mitigation. We also presented the state-society relations EGM to staff from DFID's governance evidence to action teams.

'USAID has used the [state-society relations] EGM extensively. It not only highlights gaps in knowledge we can pursue, it is an excellent, user-friendly collection of the evidence we have. The ease of access to information for our field officers around the world has revolutionised how quickly they can find programme-relevant research and data. The map also demonstrated areas where a systematic review has become possible (given the number of new studies) but not yet done, highlighting for us a potentially important line of investigation.'

#### Evaluation methodologist

USAID

Center of Excellence for Democracy  
Human Rights and Governance



Our map on **financial agricultural risk for smallholder farmers** examines the evidence on risk management instruments. Findings from the map show that most instruments – insurance in particular – had low uptake. We also produced a map of impact evaluations and systematic reviews referring to **agricultural inputs, practices and programmes** aimed at improving farmers’ productivity and well-being. We found prominent gaps in evidence on cost-effectiveness, measurements of spillover effects and use of experimental methods.

‘We at DFID value evidence highly. We propose to use the EGM internally and will communicate this to the advisor cadres within DFID who will use this as a tool to support evidence generated in agriculture innovation.’

**Anna Kelly**  
 Research officer  
 Agriculture Team  
 Research and Evidence Division  
 DFID

**Figure 3**  
 Most viewed evidence gap maps in 2017



State-society relations

**1,511**



Adolescent sexual and reproductive health

**3,012**



Science, technology, innovations and partnerships

**1,505**



Water, sanitation and hygiene

**1,427**

# Improving the global policy environment for evidence generation and use

# 2

3ie is advancing conversations around methodological innovations, quality standards, transparency and accountability, and accessibility. We promote dialogues amongst development actors to invest in research that is relevant and useful to decision makers and beneficiaries. Our country and regional programmes are an example of the in-country partnerships and networks we are building to improve the generation and use of evidence in improving actions to help people living in poverty. Our bursary programme is also contributing to raising evaluation standards in L&MICs.

## Advocating for evidence-informed decision-making

In 2017, we continued to be a leading global advocate for evidence-informed decision-making. Our advocacy work amplified what we have been learning from 3ie-supported impact evaluations, systematic reviews, replication studies and EGMs in agriculture, education, HIV and AIDS, humanitarian assistance, immunisation, transparency and accountability, WASH and other thematic areas. Through events, workshops and online forums, we fostered conversations, collaborations and peer learning amongst evaluators, policymakers, programme managers and donors.

*'I coordinate travel and logistics for staff and grantees so that they can actively participate in conversations on improving the generation and use of evidence. I feel privileged in contributing to 3ie's mission and helping showcase our work to the world.'*

**Mithlesh Joshi**

Travel and administration manager  
3ie



We organised policy dialogue events in collaboration with two of our members, the Office of the Prime Minister, Uganda, and the Nepal National Planning Commission. We shared relevant findings of our flagship education effectiveness systematic review in the priority areas identified by the ministries of education in each of these countries. We tailored these dialogues to the needs of the education departments and shared relevant findings in several education areas, such as structured pedagogical programmes, computer-assisted learning, public-private partnerships and teacher-related interventions. The events were an effective forum for conversations amongst government officials, NGOs and donors. We had several engaging discussions to identify evidence-informed solutions for specific education challenges, and we continue to engage with the education ministries in Uganda and Nepal on evidence generation and use as part of our ongoing country programmes.





### Evidence weeks

We continue to organise a series of internal and external events around our biannual board meetings.

#### Washington, DC

April

Representatives from 31 organisations shared information about their evaluation successes and challenges at our annual members' conference. We organised a conference on whether decision makers have the evidence they need to address inequalities, which more than 100 people attended. Our staff led sessions looking at gendered inequality and disadvantaged populations in impact evaluations. A dedicated session on HIV and AIDS explored barriers that keep young women and men from seeking testing or care. A session on impact evaluation in humanitarian crises and conflict-affected countries discussed the varied challenges there, such as trying to collect data from children affected by trauma and ensuring sufficient sample sizes, and looked at approaches to overcome these challenges, including using a variety of technology-based data collection tools.



'3ie's events help foster conversations, spark discussions and create space for collaboration within the evidence community and beyond. With every event, we draw attention to the evidence and gaps, we bolster efforts to share knowledge and facilitate learning for all stakeholders. I believe our efforts are integral to amplifying our work and keeping up the momentum of the evidence revolution.'

#### Durgadas Menon

Communication officer

3ie

#### London

November

WHO, 3ie and the Partnership for Maternal, Newborn and Child Health launched our joint EGM of key SBCE interventions related to reproductive, maternal, newborn and child health at an open seminar. We organised a conference that shared evidence on the impacts of development interventions on vulnerable and marginalised populations, particularly in agriculture and WASH sectors. Charlotte Watts, chief scientific adviser at DFID, delivered the fourth Howard White Lecture on researcher-practitioner partnerships to evaluate the impact of complex social interventions, particularly those addressing violence against women (see page 22).

# 3ie in the news



## How do you know if aid really works? Turns out ... we often don't

**National Public Radio**  
Weekend Edition  
January 2017

In this article, based on a conference at the Center for Global Development, 3ie Executive Director Emmanuel Jimenez discusses the steady rise in the production of impact evaluations and the need for researchers to work directly with policymakers.



## Kenya's tech startups trial digital classrooms in drive for literacy

With limited internet access and regular power outages in schools, will digital education companies transform learning in east Africa?



## Kenya's tech startups trial digital classrooms in drive for literacy

**The Guardian**  
January 2017

Findings from 3ie's systematic review, *Interventions for improving learning outcomes and access to education in low- and middle-income countries*, are mentioned in this article discussing the effectiveness of digital classrooms in Kenya. The author questions the move by tech start-ups in Kenya to invest in computer-assisted learning to improve literacy. She cites 3ie's review, which states such programmes have 'decidedly mixed effects', and depend on the context.

▲ Computer-assisted learning has had mixed effects, according to a study by the International Initiative for Impact Evaluation. Photograph: Will Swanson

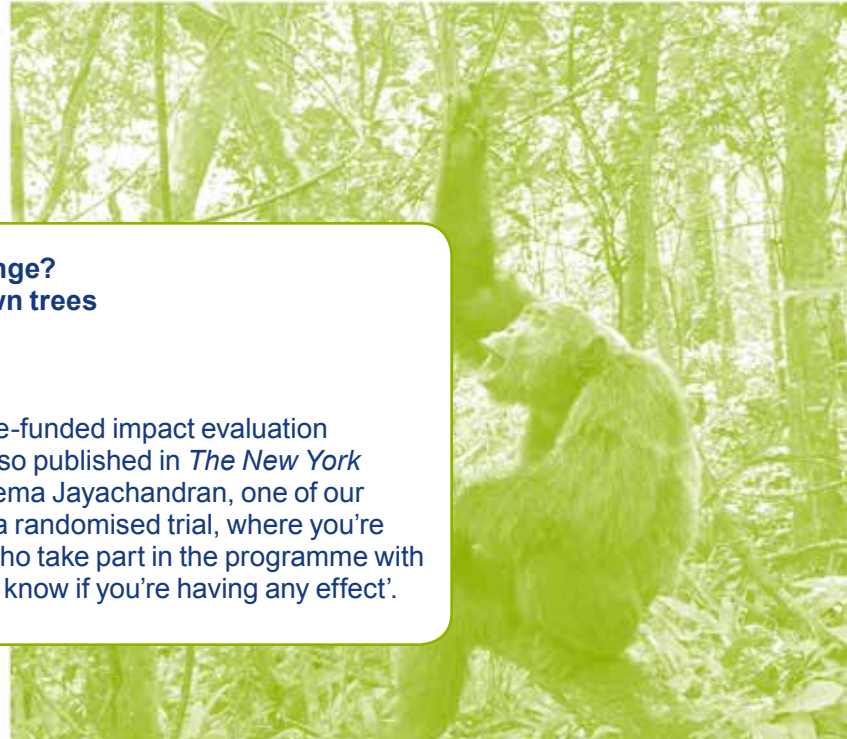
**The success of paying people to not cut down trees**

*The Atlantic*  
July 2017

This article discusses the main findings from a 3ie-funded impact evaluation, *Testing the effectiveness of payments for ecosystem services to enhance conservation in productive landscapes in Uganda*. The authors find that paying landowners small sums did discourage tree-cutting and therefore worked to slow the pace of deforestation.



CLIMATE  
**A Cheap Fix for Climate Change?  
Pay People Not to Chop Down Trees**



**A cheap fix for climate change?  
Pay people not to chop down trees**

*The New York Times*  
July 2017

The main findings from the 3ie-funded impact evaluation mentioned just above were also published in *The New York Times*. The article quotes Seema Jayachandran, one of our grantees: 'Unless you set up a randomised trial, where you're carefully comparing people who take part in the programme with people who aren't, it's hard to know if you're having any effect'.

**Success of Paying  
People to Not Cut Down  
Trees**

...s-kind experiment validates a powerful way for rich  
...ectively reduce carbon emissions.

JUL 20, 2017 | SCIENCE

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Opinion **Philanthropy**  
**Back to school: how to give money for education**

Donors can make errors when they look for effective ways to fund children's learning

CAROLINE FIENNES + Add to myFT

**Back to school: how to  
give money for education**

*Financial Times*  
September 2017

An opinion piece quotes our education effectiveness review extensively. Caroline Fiennes notes that rigorous evidence about both primary and secondary education is sparse. This piece also makes a case for donors to ask what we know about improving education, particularly in L&MICs.



Malala Yousafzai, the activist for female education, is set to start at Oxford university © AFP

Caroline Fiennes SEPTEMBER 26, 2017

**Malala Yousafzai** starts at Oxford university next week. The Nobel Peace Prize, which she shared at the age of 17, was for her work promoting the right of all children to



## Improving monitoring and evaluation capacities and the enabling environment for evidence generation and use

We started a scoping exercise at the AfrEA International Conference to ask evaluators about their capacity-building needs and to give us feedback on their experience. We then collaborated with the African Evidence Network, CLEAR-AA, J-PAL Africa, the Center for Effective Global Action and South Africa's Department for Planning, Monitoring and Evaluation (3ie member), to host a satellite session at the Global Evidence Summit in September to continue this dialogue and exploration about capacity-building needs and the effectiveness of what is actually delivered. Participants highlighted the need to address weak training practices, recognise and respond to demand and, importantly, for providers to coordinate with each other more effectively in country and regionally.

### Centre of Excellence for Development Impact and Learning

3ie is a member of a consortium of organisations that constitute the Intellectual Leadership Team for the DFID-funded Centre of Excellence for Development Impact and Learning (CEDIL). The objective of the centre is to commission and implement impact evaluations, promote the uptake and use of evidence from impact evaluations, and develop and demonstrate new and innovative methodologies for impact evaluation and evidence generation.

This collaboration demonstrates the role 3ie plays in fostering dialogues and contributing evidence on new methods and techniques. We have been involved in the early stages of the innovative research, which the leadership team is conducting and managing. We led the production of a CEDIL map of evidence maps that presents findings related to sustainable development in L&MICs, based on 3ie's evidence mapping method. The authors catalogued evidence maps within a framework of intervention sectors adapted from the World Bank categorisation and outcomes classified according to the SDGs.

We are also leading on three CEDIL research papers that will inform the centre's programme of work: *Living systematic reviews: applicability to international development*, *Designing successful impact evaluations* and *Mixing and matching: using qualitative methods to improve quantitative impact evaluations of development outcomes*. They will be published in 2018.



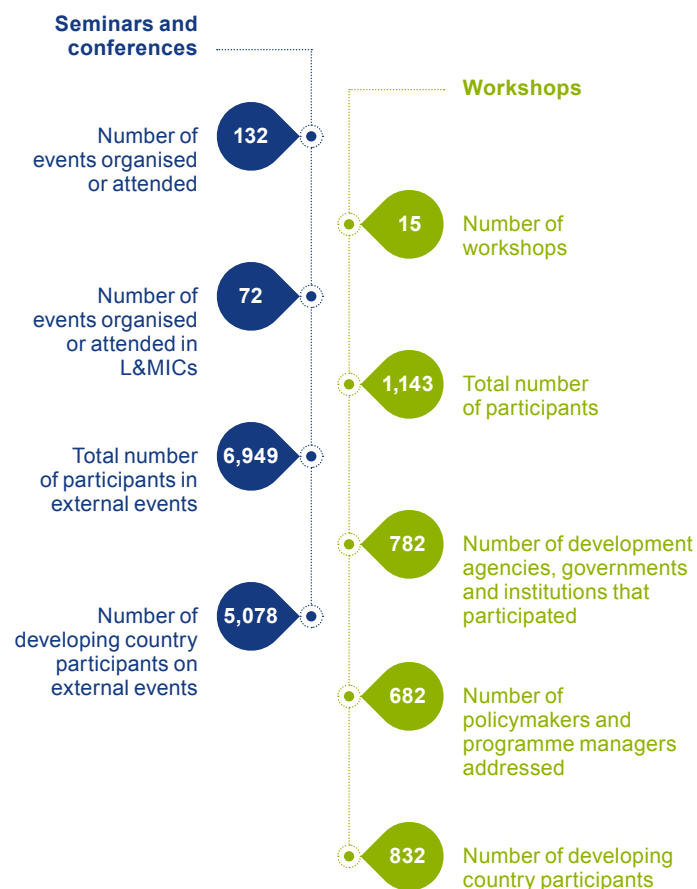
## Examples of improving capacity for impact evaluation, systematic reviews and evidence use

- We organised a workshop on measuring evidence uptake and use at the Community of Evaluators South Asia conference in June. The workshop was oversubscribed with representatives from various Bhutanese ministries and staff from the Gross National Happiness Commission.
- At the Global Evidence Summit in September, we organised a workshop with two grantees about the value of our engagement and use planning approach. In the case of the agricultural certification systematic review, ongoing stakeholder engagement and better use of the advisory group enhanced buy-in and early uptake of findings (Box 1). Researchers from the Belgian Red Cross explained how the enhanced engagement with a more diversified advisory group improved their theory of change, made their review more relevant and helped with analysis.
- 3ie, jointly with the Community of Evaluators-Nepal and International Centre for Integrated Mountain Development, organised a three-day workshop on designing, managing and conducting impact evaluations in Nepal in September.
- 3ie and Campbell Collaboration supported two capacity-building workshops in July and December on conducting systematic reviews and developing protocols to around 80 researchers, mainly from India.
- We coordinated capacity-building work for the International Fund for Agricultural Development's Research and Impact Assessment division around survey sampling, systematic reviews and Survey Solutions (the World Bank's surveying software) in October. The division plans to implement a number of new transparency policies based on 3ie's recommendations.
- Staff organised a training workshop on impact evaluations for students of the Korea Development Institute in Seoul in November. About one third of the 50 participants were from L&MICs.
- We cosponsored and participated in the eighth AfrEA International Conference, held in Kampala in March. We organised panel discussions to facilitate conversation on the generation and use of impact evaluations, systematic reviews and EGMs in sectors such as education, environment, agriculture, financial inclusion and humanitarian assistance.



**Figure 4**  
3ie staff participation in external events

Note: The number of participants in events are estimates



‘After four years of supporting deserving candidates through our bursary programme, we are committed to improving how we work. In 2018, a new programme strategy will allow 3ie to assess how the bursary programme has benefitted our members and open-call applicants from L&MICs, as well as help us in envisaging better means of championing capacity building in the development sector.’

**Swarnakshi Luhach**

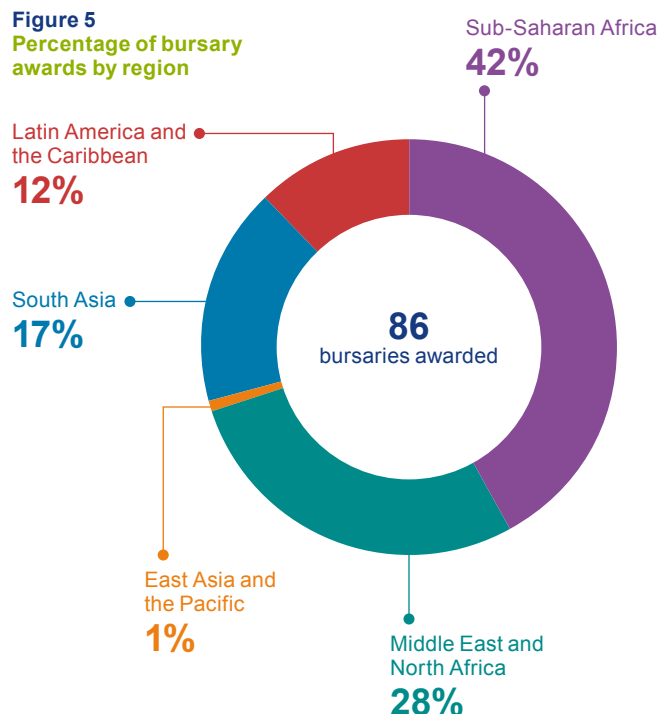
Research associate to executive director  
3ie

**Bursary programme**

The bursary programme is part of our effort towards building capacity in conducting and using high-quality impact evaluations and systematic reviews that can generate policy-relevant evidence. We award bursaries to L&MIC researchers and policymakers for training and conferences organised by 3ie or other organisations.

In 2017, we awarded 86 bursaries for conferences and the following short courses: University of East Anglia’s short course on Evidence-Based Policy in Development; CLEAR Francophone Africa’s Impact Evaluation Training Seminar in Dakar, Senegal; the Global Evidence Summit in Cape Town, South Africa; and, the International Conference on Evaluation of the Sustainable Development Goals, with an emphasis on Latin America and the Caribbean, in Guanajuato, Mexico.

**Figure 5**  
Percentage of bursary awards by region



‘I want to thank 3ie and their bursary programme office for giving me an opportunity to attend the CLEAR training seminar. The seminar was a useful learning experience, as it will allow me to better develop the terms of reference of the evaluations that I carry out in my organisation. I believe it would also lead to better management of the evaluation processes. It will also allow me to better analyse and review the research protocols and other reports provided by the consultants, including the relevance of the sample size, the data collection method and the impact evaluation method chosen’.

**Bertrand Bio Mama**

Research officer  
Bureau of Public Policy Evaluation  
and Government Action Analysis  
Presidency of Benin

Attended the CLEAR Francophone Africa’s Impact Evaluation Training seminar in Dakar, Senegal in November 2017



## Professional services

Through our professional services programme, we continued to serve L&MIC stakeholders to build capacity to commission, implement and use impact evaluation evidence. Here are a few organisations with whom we worked in 2017:

- **Bill & Melinda Gates Foundation:** 3ie staff started a programme to improve implementation of anaemia control programmes for women and children in Kenya, Uganda and Zambia. This programme aims to strengthen the use of implementation science and create a galvanised coalition of policymakers, programme actors and researchers in each country. We are collaborating with the Society for Implementation Science in Nutrition on this three-year project.
- **International Food Policy Research Institute:** 3ie staff started supporting capacity building for use of nutrition data and evidence in India for this one-year project in June.
- **International Fund for Agricultural Development:** 3ie staff worked with the fund's Research and Impact Assessment division on a number of areas specific to impact evaluation. We reviewed the current state of their research transparency practices, presented on best practices around impact evaluation registration, documentation and replication, and recommended future steps. 3ie staff also co-led the division's impact assessments in Rwanda, Chad and Uganda.
- **National Opinion Research Center at the University of Chicago:** 3ie staff started a systematic review on incorporating participation and accountability to improve development outcomes. This review – for USAID's Democracy, Human Rights and Governance: Learning, Evaluation and Research programme – will build on our EGM on state-society relations, which we published to high acclaim in 2017. It will incorporate rigorous evidence on effectiveness and implementation of approaches to improve user involvement in the governance of service delivery in L&MICs.
- **Global Development Network:** 3ie staff started providing training, counselling, guidance and methodological advice to researchers recruited to conduct evaluations and impact assessments of selected Impact Financing Envelope projects funded by the European Investment Bank.



## Promoting research transparency and accountability

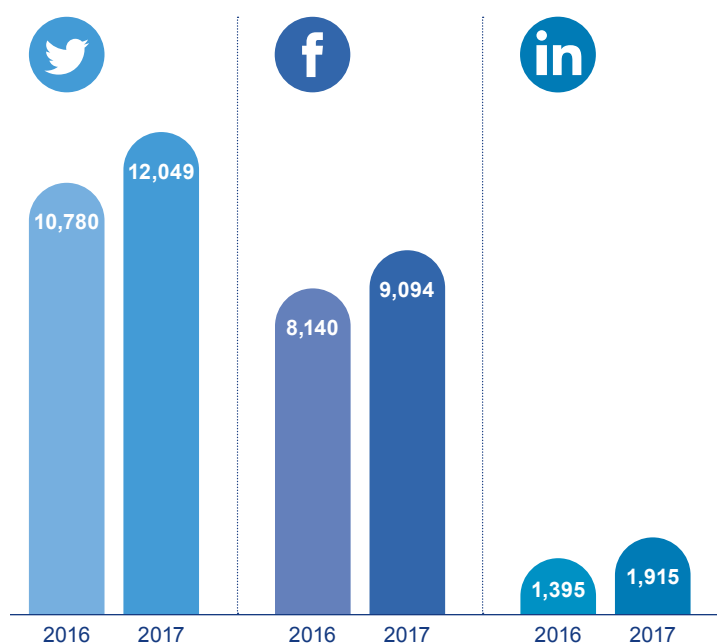
Our replication programme completed a push-button replication project to confirm the validity of 120 published results using both the original data and the programming code from the 3ie-funded impact evaluations. The premise behind this type of replication is that the third-party researchers should not need to make any significant adjustments, write new codes or conduct additional analysis to arrive at the published results. We held an open data challenge with SINERGIA, the monitoring and evaluation unit of Colombia's National Planning Department and a 3ie member. This was done to promote the reuse of data from 3ie and SINERGIA-funded studies to answer new research questions. We also made significant progress towards revising our internal data transparency policies to align closely with recent standards for research transparency.

We are also working to develop effective methods and tools for ensuring that our work is gender responsive and equity focused. We recognise that evidence needs to be based on sex-disaggregated data and that it must use gender and equity analysis and report gendered results. These improvements ensure that disadvantaged, unequal, marginalised and vulnerable populations are visible in evaluation and synthesis.

## Improving access to evidence and resources

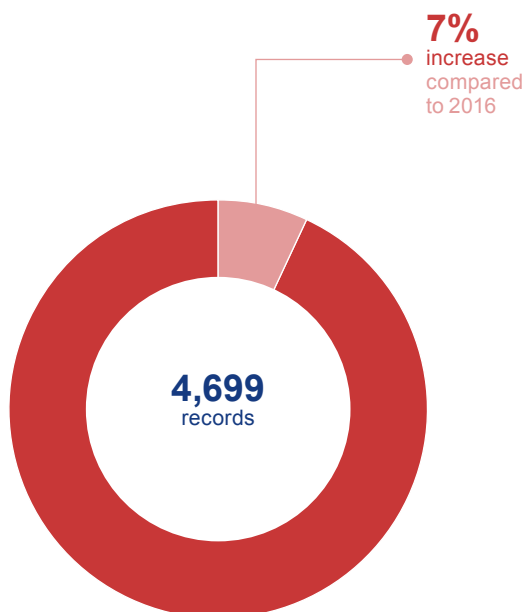
Access to and availability of high-quality evidence and resources for conducting evaluations and reviews remains a global challenge. To help overcome lack of access, we host an evidence hub on our website. It includes the impact evaluation and systematic review repositories, a growing number of evidence gap maps available on an interactive platform, the expert roster and our impact evaluation registration platform. We maintain a growing collection of multimedia resources, as well as curate a growing range of high-quality knowledge products.

Figure 6  
3ie's growing social media followers

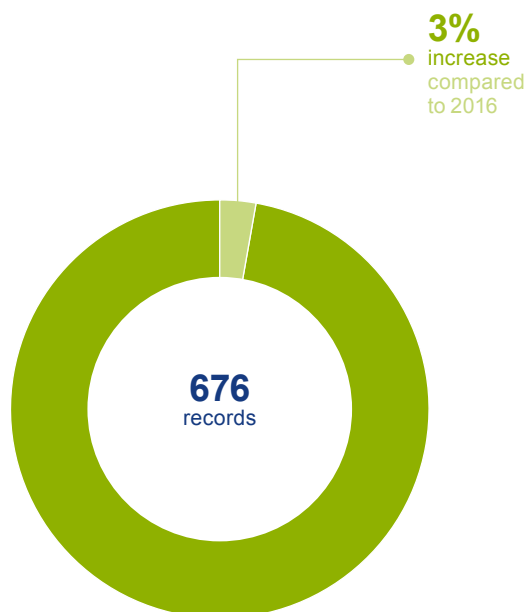




**Figure 7**  
Impact evaluations in  
3ie's evidence portal



**Figure 8**  
Systematic reviews in  
3ie's evidence portal



### Evidence databases

Our impact evaluation repository is the largest-of-its-kind database of published evaluations of policies and programmes in international development. By the end of 2017, we had nearly 4,700 records, including publications in English, Spanish and Portuguese.

Our systematic review repository includes evidence on the effects of social and economic interventions in L&MICs. Currently, we have more than 600 records of systematic reviews and protocols drawn from a range of sectors.

### Expert roster

Often impact evaluation teams, policymakers and programme managers lack sector-specific or in-country evaluation expertise. We help bridge this gap through the expert roster, a free online resource with 547 impact evaluation researchers. Most experts are in the areas of social protection, education, and health, nutrition and population.

### Registry for International Development Impact Evaluations

3ie's Registry for International Development Impact Evaluations is a prospective registry of impact evaluations related to development in L&MICs. Researchers can register any development impact evaluation using experimental or quasi-experimental design to rigorously estimate the causal impacts of a programme. We saw an increase in registered impact evaluations which went from 99 in December 2016 to 125 by the end of 2017, an increase of 25 per cent.

### Engaging key audiences

While our website is the main channel for us to connect regularly and effectively with our main audiences, our social media channels continue to be a major vehicle for external engagement. We devoted more resources to ensuring that we post information about 3ie's products on multiple social media platforms. We saw increases in followers on Twitter and Facebook (12%) and an exponential increase in visibility on LinkedIn (37%). Our newsletter, 3ie News, now reaches more than 15,000 subscribers.

### Knowledge products

We continued to publish a variety of publications, including 25 briefs, 23 impact evaluations, 8 systematic reviews, 3 systematic review summary reports, 7 evidence gap map reports, 4 scoping papers, 2 replication papers and 2 working papers. We also produced 45 new videos, including how-to videos and our video lecture series.

### Journal of Development Effectiveness

3ie, through its partnership with Taylor & Francis, publishes the Journal of Development Effectiveness on a quarterly basis. The journal focuses on policy-relevant articles, publishing original articles on impact evaluations, systematic reviews and other evidence syntheses, methodological contributions and discussion papers. 3ie published issues in May and September, which included 12 articles on democracy reform, education policy, electrification and special economic zones, as well as a symposium on intervention targeting.

# Growing 3ie sustainably

# 3

Since 3ie's inception in 2008, we have been building on our strengths. Today, we are well placed to address the emerging challenges in designing, conducting and using rigorous evaluations that can provide attribution of outcomes to interventions.

Our Strategy 2020 focuses our grant-making on closing three types of high-priority evidence gaps – geographic gaps within L&MICs, thematic gaps and gaps in relation to specific populations. Our EGMs and stakeholder analyses will help identify specific evaluation questions that need evidence, while our evidence programmes help generate that evidence.

With our members, we will continue to champion evidence production and use in development decision-making that helps improve the lives of people living in poverty and exclusion. We are developing more country-focused evidence programmes to encourage peer learning amongst our L&MIC government members and partners in regional and global dialogues on strengthening evaluation systems. We will broaden our offerings to include formative and process evaluations that will provide timely insights to complement impact evaluations. 3ie will also continue to provide technical services in commissioning, managing, assuring quality and building capacities to produce, synthesise and use evidence.

'Too often, governments and NGOs do not use evidence to inform the design and implementation of social programmes, often resulting in missed opportunities to improve people's lives. This is either because evidence is not available, or it's available but not used. Therefore, I think the work of 3ie and others in the broader 'evidence movement' to address this evidence availability and use gap is hugely important.'

**Birte Snilstveit**  
Senior evaluation specialist  
3ie

## Funding

Funding of the grants we make as part of our evidence programmes continued to expand in 2017, supported by contributions from our donors. The Bill & Melinda Gates Foundation provided an additional US\$178,200 for innovations in HIV treatment services and testing for scale-up, a supplemental grant of US\$594,000 for the evidence programme to reduce open defecation in rural India, and a supplemental grant amount of US\$1,477,803 for consolidation of evidence, learning and measurement capacity for the National Rural Livelihoods Mission in India.

The Hewlett Foundation will provide US\$940,000 to support the WACIE programme over the next three years (see page 16). This funding will be for stakeholder mapping and needs assessment of individuals and organisations involved in impact evaluation and capacity-building activities in this region.

DFID awarded additional £585,638 to support our Uganda Evidence Programme. The World Bank has provided US\$18,000 to support the Campbell Collaboration International Development Coordinating Group's secretariat, based in 3ie's London office.



## Membership

3ie membership is open to agencies that implement social and economic development programmes in L&MICs, spend at least US\$1 million per annum on such programmes and are committed to rigorous evaluation of the programmes they support. In 2017, we continued our commitment to excellence in member engagement through a variety of activities and services that are key components of our membership programme.

### Member services

3ie staff provided quality assurance to Save the Children by reviewing the survey plan of a longitudinal impact study for a project in Ethiopia.

3ie and the Mexican National Council for the Evaluation of Social Development Policy (CONEVAL) organised a workshop on evidence mapping and its use for representatives of more than ten government agencies in Mexico. 3ie and CONEVAL also cocreated an EGM of impact evaluations of food security in Latin America, and we provided training on mapping. The map makes this evidence more accessible to Mexican government agencies and states. For 3ie, this represented not only an opportunity to compare the results of a narrower search than usual for 3ie maps, but also to carry out a larger search of indexes and databases to include publications in Spanish.

We also cofacilitated our first Open Data Challenge with SINERGIA to promote research transparency and repurposing of data. The challenge incentivised young researchers, particularly in Colombia, to use data from past impact evaluations to answer new development questions. This pilot will inform our future open data challenges with other partners.

### Engaging with members

We organised a series of activities to engage our members, including an annual conference, induction for new members and new member representatives, and an ongoing member webinar series. We also posted member profiles on our website, which highlight examples of how members work with 3ie.

We organised the Ninth Annual Members' Conference in Washington, DC, with 33 members in attendance. Members shared information about their evaluation successes and challenges, and re-elected three current commissioners: Miguel Székely, Uma Lele (who later stepped down for personal reasons) and Oumoul Ba-Tall. Members elected Ju-Ho Lee to the board. See Appendix B for the full list of commissioners.



### Member webinar series

In response to significant interest amongst our members in experience-sharing and peer-learning activities, we cohost member webinars highlighting member experiences related to the production and use of rigorous evidence. 3ie staff work with interested members to select a topic and set an agenda for a discussion amongst staff. We record and publish them on our YouTube channel and on our website. In 2017, we cohosted two member webinars:

- Establishing policy research engagement between the Millennium Challenge Corporation and the Kingdom of Morocco at the Labour Market Impact Evaluation Lab featured Ryan Moore, director of evaluation and project lead for Morocco Inclusive Employment at the Millennium Challenge Corporation.
- From assuring access to ensuring success: the story of the National Social Protection Agency, Maldives featured Ismail Azzam Wajeeh (technical director) presenting on the paradigm shift that led the agency beyond its initial focus on ensuring that vulnerable populations had access to its programmes to an emphasis on assessing its success and improving future programmes.

### Featured member: West African Development Bank

Since joining 3ie in 2013, the West African Development Bank (BOAD) has furthered its commitment to rigorous evidence use. BOAD's Regional Food Security Programme is undergoing an impact evaluation with support from 3ie. In 2017, it joined 3ie's WACIE programme to promote the institutionalisation of evaluation in government systems. BOAD also received a bursary to attend training on impact evaluation to strengthen its technical expertise and capacity. With 3ie's increased focus on West Africa, BOAD will continue to be a key stakeholder advocating for impact evaluations and evidence use in the region.

'Our 3ie membership has helped raise BOAD's awareness around advocacy by providing tools to advocate for using evidence with policymakers at the state level.'

**Youssef Touré**  
Principal economist in charge  
of monitoring and evaluation  
BOAD



# Appendix A

## 3ie staff

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

This listing of staff is as of 31 December 2017.

### Executive Director's Office

**Emmanuel Jimenez**

Executive director

**Monika Batra**

Senior manager and head of human resources

**Sivesh Kumar**

Human resource officer

**Swarnakshi Luhach**

Research associate

**Bindu Joy**

Executive assistant

### Advancement and Impact Evaluation Services Office Washington, DC, US

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 Evaluations, the Impact Evaluation Repository and the Impact Evaluation Replication Programme. Professional services include direct services for 3ie members and other implementing agencies that are delivered by 3ie staff. The current HIV and AIDS evidence programmes comprise three thematic programmes and two large HIV treatment-as-prevention trials.

**Sara Pacqué-Margolis**

Director and head of the Washington office

**Anna C Heard**

Senior evaluation specialist, HIV and AIDS programmes

**Benjamin DK Wood**

Senior evaluation specialist

**Mario Picon**

Senior evaluation specialist

**Eric W Djimeu**

Evaluation specialist

**Jennifer Ludwig (until September 2017)**

Senior program manager

**Scott Neilitz**

Program manager

**Marie-Eve G Augier**

Program manager

**Nancy Diaz**

Senior program manager, HIV and AIDS programmes

**Jorge Miranda**

Research associate

**Shayda Sabet**

Research associate

**Brigid Monaghan**

Operations associate

**Evaluation Office**  
**New Delhi, India**

This office is responsible for developing new evidence programmes for impact evaluations, reviewing and assuring the quality of all of 3ie-funded impact evaluations, and conducting in-house evaluations.

**Marie Gaarder**

Director of the Evaluation Office and global director for innovations and country engagement

**Francis Rathinam**

Senior evaluation specialist

**Monica Jain**

Senior evaluation specialist

**Neeta Goel**

Senior evaluation specialist

**Bidisha Barooah**

Evaluation specialist

**Déo-Gracias Houndolo**

Evaluation specialist

**Diana Milena Lopez Avila**

Evaluation specialist

**Stuti Tripathi**

Evaluation system specialist

**Rosaine N Yegbemey** (until October 2017)

Evaluation specialist

**Tara Kaul**

Evaluation specialist

**Ritwik Sarkar**

Research associate

**Shaon Lahiri**

Research associate

**Priyanka Dubey**

Research associate

**Anmol Narain**

Research associate

**Pooja Sengupta**

Research associate

**Ankur Gautam** (until March 2017)

Research assistant

**Avantika Bagai**

Research assistant

**Bharat Kaushish** (until November 2017)

Research assistant

**Raag Bhatia** (until December 2017)

Research assistant

**Poonam Vasandani**

Staff assistant

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

This office is responsible for developing strategic and effective approaches to research communication and evidence 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 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 and the 3ie website.

**Beryl Leach**

Director and head of the Policy, Advocacy and Communication Office

**Deepthy Menon** (until January 2017)

Senior communication manager and managing editor

**Radhika Menon**

Senior policy and advocacy officer

**Stuti Tripathi** (until September 2017)

Senior policy and evidence uptake officer

**Kunal Kishore**

Digital manager

**Durgadas Menon**

Communication officer

**Tanvi Lal**

Communication officer

**Kanika Jha**

Policy and evidence uptake officer

**Deeksha Ahuja**

Evidence uptake and learning associate

**Akarsh Gupta**

Communication assistant – database management

**Angel Kharya**

Policy, advocacy and communication assistant

**Ananta Seth**

Policy, advocacy and communication assistant

**Pradeep Singh**

Information, communication and technology assistant

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

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**

Director – finance and administration

**Mithlesh Joshi**

Travel and administration manager

**Saurabh Khandelwal**

IT project manager

**Sibasish Mishra**

Finance manager

**Pradeep Upadhyay (until June 2017)**

Finance officer

**Minna Madhok**

Senior programme associate

**Ditto Joy**

Programme officer – monitoring,  
donor grant management and reporting

**Gaurav Sharma**

Senior finance officer

**Jatin Juneja (until January 2017)**

Senior finance officer

**Ashima Mohan**

Programme associate

**Asha Gosain**

Programme associate

**Jamila Khan (until October 2017)**

Programme associate

**Sandeep Rawat**

Finance assistant

**Renu Phillips**

Receptionist

**Synthesis and Reviews Office**  
**London**

This office funds, promotes and conducts synthesis of existing evidence, including systematic reviews of development interventions following best practices. The office provides technical support on systematic reviews and evidence-synthesis products funded by 3ie and other bodies. We continue our partnership with the International Development Coordinating Group, whose secretariat is based at 3ie's London office. This office also supports systematic reviews independent of the International Development Coordinating Group. The office also maintains a repository of more than 600 systematic review summaries, and produces and supports evidence gap maps.

**Edoardo Masset (until September 2017)**

Deputy director and head of the Synthesis and Reviews Office

**Hugh Waddington**

Senior evaluation specialist

Acting head of the Synthesis and Reviews Office  
(since September 2017)

**Birte Snilstveit**

Senior evaluation specialist

**Daniel Phillips (until September 2017)**

Evaluation specialist

**Jennifer Stevenson (until October 2017)**

Research associate

**Ami Bhavsar**

Programme manager

**Hannah Chirgwin**

Research associate

**Christopher Coffey (until July 2017)**

Research assistant



# Appendix B

## 3ie Board of Commissioners

**Ruth Levine** (since June 2017)

**Chair**

Director  
Global Development and Population Program  
William and Flora Hewlett Foundation  
US

**Richard Manning** (until May 2017)

**Chair**

Senior research fellow  
Blavatnik School of Government  
University of Oxford  
UK

**Oumoul Khayri Ba Tall**

Executive director  
OKT-Consult  
Mauritania

**Ian Goldman**

Acting deputy director general  
Evaluation, Evidence and Knowledge Systems  
Department of Planning, Monitoring and Evaluation  
The Presidency  
South Africa

**Gonzalo Hernández Licona**

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

**Elizabeth M King**

Senior fellow  
Brookings Institution  
US

**Alex Ezeh**

Distinguished visiting fellow  
Center for Global Development  
US

**Miguel Székely**

Director  
Center for Education and Social Studies  
Mexico

**Ju-Ho Lee** (since November 2017)

Professor  
KDI School of Public Policy and Management  
South Korea

**Charlotte Watts** (since July 2017)

Chief scientific advisor  
DFID  
UK

**Uma Lele** (until November 2017)

Independent scholar  
India

**Patricia Rader** (until June 2017)

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

# Appendix C

## 3ie members

In 2017, 3ie had 49 members, of which 71 per cent are based in L&MICs.

American Institutes for Research US	Hand in Hand India
Asian Development Bank Philippines	Heifer International US
Bill & Melinda Gates Foundation US	High Commission for State Modernisation Niger
BRAC Bangladesh	International Fund for Agricultural Development Italy
CAF-Development Bank of Latin America Venezuela	International Planned Parenthood Federation UK
Department for International Development UK	International Rescue Committee US
Department of Education Henan Province China	Karnataka Evaluation Authority India
Department of Education Philippines	Kerala Department of Health India
Department of Education Shaanxi Province China	MasterCard Foundation Canada
Department of Planning, Monitoring and Evaluation The Presidency South Africa	Millennium Challenge Corporation US
Executive Leadership Training Center National Health and Family Planning Commission China	Ministry of Development Planning Togo
General Directorate of Planning and Poverty Alleviation Ministry of Planning and Development Côte d'Ivoire	Ministry of Education Peru
General Directorate of Planning Ministry of Economy and Finance Guinea-Bissau	Ministry of Education Rwanda
	Ministry of Energy and Renewable Energy Development Senegal
	Ministry of Planning for Economic and Social Development Paraguay
	Ministry of Public Health Cameroon
	Ministry of Social Development and Inclusion Peru
	Ministry of Vocational Training and Employment Tunisia

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

National Economic and Development Authority  
Philippines

National Planning Commission  
Nepal

National Planning Department  
Colombia

National Social Protection Agency  
Maldives

National Technical Secretariat  
of the Strategy for Accelerated Growth  
and Sustainable Development,  
Ministry of Economy and Finance  
Burkina Faso

Office of the Prime Minister  
Uganda

Planning Commission  
Pakistan

Policy and Operations Evaluation  
Development Department  
Ministry of Foreign Affairs  
Netherlands

Population Foundation of India

Poverty Eradication Unit  
Office of the Prime Minister  
Fiji

Public Policies Evaluation Bureau  
Office of the Prime Minister  
Benin

Save the Children  
US

Secretary of Planning, Evaluation and Coordination  
Autonomous City of Buenos Aires  
Argentina

Sightsavers  
UK

United States Agency for International Development

West African Development Bank (BOAD)  
Togo

William and Flora Hewlett Foundation  
US

# Appendix D

## 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. At the end of 2017, 3ie had 163 associate members.

### East Asia and the Pacific

AVRDC – World Vegetable Center  
Taiwan

China Health Economics Institute  
China

Department of Agrarian Reform – Bureau of  
Agrarian Reform Beneficiaries Development  
Philippines

International Centre of Water for Food Security,  
Charles Sturt University  
Australia

KDI School of Public Policy and Management  
South Korea

Philippine Institute for Development Studies  
Philippines

School of Economics, Peking University  
China

Sydney School of Public Health  
Australia

University of New South Wales  
Australia

### Europe and Central Asia

Abdul Latif Jameel Poverty Action Lab (J-PAL)  
– Europe  
France

Amsterdam Institute for International Development  
Netherlands

ARCO Action Research for Co-Development  
Italy

Center for Evaluation and Development  
Germany

Centre for Latin American Research and  
Documentation  
Netherlands

Centre for the Study of African Economies  
UK

Chair of Development Economics, University of  
Göttingen  
Germany

Chair of Development Economics, University of  
Passau  
Germany

Chr. Michelsen Institute (CMI)  
Norway

CODESPA Foundation  
Spain

Development Assistance Research Associates  
Spain

Development Economics Research Group,  
Copenhagen University  
Denmark

Economic Development Initiatives Limited  
UK

Evidence for Development  
UK

Fondation Ensemble  
France

Heidelberg Institute of Public Health  
Germany

Impact, a part of the University of Aberdeen  
UK

Institute for Fiscal Studies  
UK

Institute for Housing and Urban Development  
Studies  
Netherlands

Institute for Maternal and Child Health IRCCS Burlo  
Garofolo  
Italy

Institute for the Study of Labor (IZA)  
Germany

Institute of Development Studies  
UK

Institute of Social Studies  
Netherlands

International Development Department – University  
of Birmingham  
UK

International HIV/AIDS Alliance  
UK

International Security and Development Center  
(ISDC)  
Germany

Kyiv Economics Institute  
Ukraine

London School of Hygiene & Tropical Medicine  
UK

Natural Resources Institute, University of Greenwich  
UK

Navarra Center for International Development  
Spain

Oxford Evidence and Interventions Ltd  
UK

Oxford Policy Management  
UK

Policy Studies Institute  
UK

Public Policy Centre  
Romania

Rheinisch-Westfälisches Institut für Wirtschaftsforschung (RWI)  
Germany

Rockwool Foundation  
Denmark

Samuel Hall  
Germany

School of International Development, University of East Anglia  
UK

Seed International  
UK

The Social Research Unit  
UK

The Youth Employment Network  
Switzerland

UDA Consulting  
Turkey

University of Groningen, CDS  
Netherlands

Valid International  
UK

Water Resources Management Group  
Netherlands

### **Latin America and the Caribbean**

Abdul Latif Jameel Poverty Action Lab- Latin America  
Chile

Center for Research on Economic Development  
Colombia

Center of Implementation of Public Policies for Equity and Growth  
Argentina

Centro Latinoamericano de Estudios de Evaluación de Impacto (CLEEI)  
Mexico

Development Analytics SA  
Honduras

Econometría SA  
Columbia

Group for the Analysis of Development (GRADE)  
Peru

Instituto Nacional de Salud Pública (National Institute of Public Health – INSP)  
Mexico

Instituto Tecnológico Autónomo de México (ITAM)  
Mexico

PREVIVA  
Colombia

School of Public Health, Universidad de Antioquia  
Colombia

Universidad de Montevideo  
Uruguay

### **Middle East and North Africa**

CRP Dryland Systems (CGIAR)  
Jordan

Population Council, West Asia and North Africa Regional Office  
Egypt

### **North America**

Abdul Latif Jameel Poverty Action Lab (J-PAL)  
US

ActKnowledge  
US

Capra International  
Canada

Carolina Population Center  
US

Center for Economic and Social Research, University of Southern California  
US

Center for International Development  
US

Center for New Institutional Social Sciences  
US

Center of Evaluation for Global Action  
US

Committee on Sustainability Assessment  
US

CSDS Columbia University  
US

CUNY Institute for Implementation Science in Population Health  
US

Development Services Group  
US

Earth Institute, Columbia University  
US

École de Santé Publique de l'Université de Montréal  
(University of Montreal School of Public Health)  
Canada

Escalera Foundation  
US

Family Services Research Center, Medical  
University of South Carolina, US

Global Health Group, University of California, San  
Francisco, US

Global Institute for Development Evidence (GIDE)  
– previously Advisory Research Group International,  
US

Harvard TH Chan School of Public Health, US

Health Bridge Foundation of Canada

Innovations for Poverty Action, US

International Food Policy Research Institute, US

International Literacy Institute, US

Jhpiego, US

Johns Hopkins Bloomberg School of Public Health,  
US

Mercy Corps  
US

National Opinion Research Center  
US

Novell Community Development Solutions  
Canada

PATH  
US

RAND Corporation  
US

Research and Evaluation Bureau, Kent State  
University  
US

Rural Education Action Project  
US

Sam Houston State University  
US

Schneider Institutes for Health Policy  
US

Tamas Consultants Inc.  
Canada

The Cloudburst Group  
US

University of Alabama at Birmingham  
US

University of California, Berkeley  
US

University of Illinois at Urbana-Champaign  
US

University of Notre Dame, Initiative for Global  
Development  
US

### South Asia

Ambuja Cement Foundation  
India

Association for Stimulating Know How  
India

Catalyst Management Services  
India

CENPAP Research and Consultancy Pvt Ltd  
India

Center for Economic Research  
Pakistan

Centre for Integrated Rural Development for Asia  
and the Pacific  
Bangladesh

Centre for Poverty Analysis  
Sri Lanka

Centre for Research and Development  
India

Centre for Research, Innovation and Training  
Nepal

Centre for Studies in Social Sciences Calcutta  
India

Grassroots Research and Advocacy Movement  
India

ICAR – National Institute of Agricultural Economics  
and Policy Research  
India

Idinsight  
India

India Development Foundation  
India

Indian School of Business  
India

Institute for Financial Management and Research  
India

Institute for Training & Social Research  
Bangladesh

Institute of Health Management Research  
India

Institute of Public Health, Bangalore  
India

Intercooperation Social Development India

International Centre for Diarrhoeal Disease  
Research  
Bangladesh

International Water Management Institute  
Sri Lanka

J-PAL South Asia at the Institute for Financial  
Management and Research  
India

Lahore University Management Sciences  
Pakistan

Micro-Credit Ratings International  
India

Mother and Infant Research Activities  
Nepal

National Council of Applied Economic Research  
India

NEERMAN  
India

Nepal School of Social Work  
Nepal

Public Health Foundation of India

Samhita Social Venture  
India

Social Network India  
India

SSA – TC Fund – Technical Services Agency  
India

### **Sub-Saharan Africa**

Abdul Latif Jameel Poverty Action Lab (J-PAL)  
Africa  
South Africa

African School of Economics  
Benin

Associação NOVAFRICA para o Desenvolvimento  
Empresarial e Económico de Moçambique  
Mozambique

Centre for Health, Science & Social Research  
(CHESSORE)  
Zambia

Dalberg Research  
Kenya

Direction Générale de l'Evaluation des Programmes  
de Développement (DGEPD)  
Niger

Enhancing Care Foundation  
South Africa

Environmental-Economics Policy Research Unit,  
University of Cape Town School of Economics  
South Africa

ESIPPS International Limited  
Uganda

Global Agenda for Total Emancipation  
Nigeria

Initiative for Evidence Based Development and  
Empowerment  
Nigeria

Institute of Policy Analysis and Research  
Rwanda

Kelello Consulting  
South Africa

Laterite  
Rwanda

National Programme for Food Security  
Nigeria

Palm Associates Limited  
Zambia

Policy Research Ltd  
Nigeria

Project OKURASE  
Ghana

Soul Foundation  
South Africa

The Institute for Monitoring and Evaluation  
South Africa

Women, Youth and Children Upliftment Foundation  
Nigeria

World Agroforestry Centre (ICRAF)  
Kenya

# Appendix E

## 3ie publications in 2017

### Notes

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

\*\* These grantee final reports have been published online as submitted. These will be published in the impact evaluation series in the near future.

### Evidence gap maps

(available on the 3ie website)

**3ie agricultural innovation: an evidence gap map (2017)**

**3ie agricultural risk and mitigation gap map (2017)**

**3ie evidence gap map on social, behavioural and community engagement interventions (2017)**

**3ie intimate partner violence prevention evidence gap map (2017)**

**3ie map of maps (2017)**

**3ie science, technology, innovation and partnerships evidence gap map (2017)**

**3ie state-society relations evidence gap map (2017)**

### Evidence gap map reports

**Agricultural innovation: an evidence gap map, 3ie Evidence Gap Map Report 12.** Lopez-Avila, D, Husain, S, Bhatia, R, Nath, M, and Vinaygyam, R (2017)

**Social, behavioural and community engagement interventions for reproductive, maternal, newborn and child health: an evidence gap map, 3ie Evidence Gap Map Report 11.** Portela, A, Stevenson, J, Hinton, R, Emler, M, Tsoli, S and Snilstveit, B (2017)

**A map of evidence maps relating to sustainable development in low- and middle-income countries, 3ie Evidence Gap Map Report 10.** Phillips, D, Coffey, C, Tsoli, S, Stevenson, J, Waddington, H, Eyers, J, White, H, and Snilstveit, B (2017)

**Understanding financial agricultural risk for smallholder farmers in developing countries: what do we know and not know? 3ie Evidence Gap Map Report 9.** Barooah, B, Kaushish, B, Puri, J and Leach, B (2017)

**Intimate partner violence prevention: an evidence gap map, 3ie Evidence Gap Map Report 8.** Picon, MG, Rankin, K, Ludwig, J, Sabet, SM, Delaney, A and Holst, A (2017)

**State-society relations in low- and middle-income countries: an evidence gap map. 3ie Evidence Gap Map Report 7.** Phillips, D, Coffey, C, Gallagher, E, Villar PF, Stevenson, J, Tsoli, S, Dhanasekar, S and Eyers, J (2017)

**Science, technology, innovation and partnerships for development: an evidence gap map. 3ie Evidence Gap Map Report 6.** Sabet, SM, Heard, AC, and Brown, AN (2017)

### Impact evaluations

**Evaluating agricultural information dissemination in western Kenya, 3ie Impact Evaluation Report 67.** Fabregas, R, Kremer, M, Robinson, J and Schilbach, F (2017)\*

**General equilibrium impact assessment of the Productive Safety Net Program in Ethiopia. 3ie Impact Evaluation Report 66.** Filipowski, M, Taylor, JE, Abegaz, GA, Ferede, T, Taffesse, AS and Diao, X (2017)

**Impact of the Uddeepan programme on child health and nutrition in India, 3ie Impact Evaluation Report 65.** Kochar, A, Sharma, A and Sharma, A (2017)\*

**Evaluating oral HIV self-testing to increase HIV testing uptake among truck drivers in Kenya, 3ie Impact Evaluation Report 64.** Kelvin, EA, Mwai, E, Romo, ML, George, G, Govender, K, Mantell, JE, Strauss, M, Nyaga, EN and Odhiambo, JO (2017)

**Integration of EPI and paediatric HIV services for improved ART initiation in Zimbabwe, 3ie Impact Evaluation Report 63.** Prescott, M, Boeke, C, Gotora, T, Mafaune, HW, Motsi, W, Graves, J, Mangwiro, A and McCarthy, E (2017)

**Increasing male partner HIV testing using self-test kits in Kenya, 3ie Impact Evaluation Report 62.** Gichangi, A, Korte, JE, Wambua, J, Vrana, C and Stevens, D (2017)

**Evaluating the impact of community health worker integration into prevention of mother-to-child transmission of HIV services in Tanzania, 3ie Impact Evaluation Report 61.** Nance, N, McCoy, S, Ngilangwa, D, Masanja, J, Njau, P and Noronha, R (2017)



**Promoting partner and couples HIV testing using self-test kits in Kenya, 3ie Impact Evaluation Report 60.** Thirumurthy, H, Omanga, E, Obonyo, B, Masters, S and Agot, K (2017)

**Improving ART adherence at reproductive and child health clinics integrating Option B+ in Tanzania, 3ie Impact Evaluation Report 59.** Chalker, J (2017)

**Impact of free availability of public childcare on labour supply and child development in Brazil, 3ie Impact Evaluation Report 58.** Attanasio, O, Paes de Barros, R, Carneiro, P, Evans, D, Lima, L, Olinto, P and Schady, N (2017)

**Estimating the effects of a low-cost early stimulation and parenting education programme in Mexico, 3ie Impact Evaluation Report 57.** Cardenas, S, Evans, D and Holland, P (2017)

**Better Obstetrics in Rural Nigeria study: an impact evaluation of the Nigerian Midwives Service Scheme, 3ie Impact Evaluation Report 56.** Okeke, E, Glick, P, Abubakar, IS, Chari, AV, Pitchforth, E, Exley, J, Bashir, U, Setodji, C, Gu, K and Onwujekwe, O (2017)

**The Productive Safety Net Programme in Ethiopia: impacts on children's schooling, labour and nutritional status, 3ie Impact Evaluation Report 55.** Berhane, G, Hoddinott, Kumar, N and Margolies, A (2017)

**The impact of skills training on the financial behaviour, employability and educational choice of youth in Morocco, 3ie Impact Evaluation Report 54.** Dyer, P, Kluve, J, Bausch, J, Gardiner, D and Mizrokhi, E (2017)

**Insuring farmers against weather shocks: evidence from India, 3ie Impact Evaluation Report 29.** Tobacman, J, Stein, D, Shah, V, Litvine, L, Cole, S and Chattopadhyay, R (2017)

## Grantee final reports

**Age at marriage, women's education and mother and child outcomes in Bangladesh, 3ie Grantee Final Report.** Field, E, Glennerster, R, Nazneen, S, Pimkina, S, Sen, I and Buchmann, N (2017)\*\*

**A panel analysis of the impact of KicksStart irrigation pumps in Kenya, 3ie Grantee Final Report.** Shapiro, J, Haushofer, J, Sakwa, B and Dyer, J (2017)

**Breaking the cycle of infection: an impact evaluation of three strategies to control intestinal parasites and improve human capital in rural China, 3ie Grantee Final Report.** Zhang, L, Luo, R, Medina, A, Liu, C, Rozelle, S, Zhou, X and Chen, Y (2017)

**Evaluating the effectiveness of an unconditional social cash transfer programme for the ultra poor in Malawi, 3ie Grantee Final Report.** Abdoulayi, S, Angeles, G, Barrington, C, Brugh, K, Handa, S, Kilburn, K, Molotsky, A, Otchere, F, Zietz, S, Tsoka, M, Mvula, P, Hoop, JD, Palermo, T and Peterman, A (2017)

**Graduation from ultra-poverty in Ghana, 3ie Grantee Final Report.** Banerjee, A, Karlan, D, Osei, R, Thuysbaert, B and Udry, C (2017)

**How should Tanzania use its natural gas? Citizens' views from a nationwide deliberative poll, 3ie Grantee Final Report.** Birdsall, N, Fishkin, J, Haqqi, F, Kinyondo, A, Moyo, M, Richmond, J and Sandefur, J (2017)\*\*

**Impact and adoption of risk-reducing drought-tolerant rice in India, 3ie Grantee Final Report.** Yamano, T, Dar, MH, Panda, A, Gupta, A, Malabayabas, ML and Kelly, E (2017)\*\*

**Impact evaluation of the Living side by side peacebuilding educational programme in Kyrgyzstan, 3ie Grantee Final Report.** Aladysheva, A, Kyzy, GA, Brück, T, Esenaliev, D, Karabaeva, J, Leung, W and Nillesen, E (2017)

**Impact evaluation of the programme supporting development of Menabe and Melaky regions in Madagascar, 3ie Grantee Final Report.** Ring, H, Morey, M, Kavanagh, E, Kamto, K, McCarthy, N, Brubaker, J and Rakotondrafara, C (2017)\*\*

**Impact evaluation of the smallholder dairy commercialization programme in Kenya, 3ie Grantee Final Report.** Bonilla, J, McCarthy, N, Mugatha, S, Rai, N, Coombes, A and Brubaker, J (2017)\*\*

**Impact of the Gram Varta programme on health, nutrition and women's empowerment in India, 3ie Grantee Final Report.** Subramanyam, M, Ebert, C, Bommer, C, Bogler, L, Kumar, A, Varghese, S, Atre, S and Vollmer, S (2017)\*\*

**Nourishing the future: targeting infants and their caregivers to reduce undernutrition in rural China, 3ie Grantee Final Report.** Luo, R, Zhou, H, Zhang, L, Medina, A, Li, H, Lien, J, and Cai, J (2017)\*\*

**Poverty and empowerment impacts of the Bihar Rural Livelihoods Project, 3ie Grantee Final Report.** Hoffmann, V, Rao, B, Datta, U, Sanyal, P and Surendra, V (2017)\*\*

**Reinforcing agro dealer networks in Niger: an impact evaluation study, 3ie Grantee Final Report.** Osei, R, Osei-Akoto, I, Asante, FA, Adam, M, Fenny, A, Adu, P and Hodey, L (2017)

## Replication papers

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**The effectiveness of contract farming in improving smallholder income and food security in low- and middle-income countries: a mixed-method systematic review. 3ie Systematic Review 38.** Ton, G, Desiere, S, Vellema, W, Weituschat, S and D'Haese, M (2017)

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**Short-term WASH interventions in emergency response: a systematic review. 3ie Systematic Review 33.** Yates, T, Allen, J, Joseph, ML and Lantagne, D (2017)

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**Short-term WASH interventions in emergency responses in low- and middle-income countries, 3ie Systematic Review Summary 8.** Yates, T, Allen, J, Leandre Joseph, M and Lantagne, D (2017)

## Briefs

### Evidence gap map briefs

A map of evidence maps relating to sustainable development in low- and middle-income countries

Mapping the evidence on science, technology, innovation and partnerships for development

Mapping the evidence on social, behavioural and community engagement for reproductive, maternal, newborn, child and adolescent health.

Mapping the evidence on state-society relations

Mapping what we know about intimate partner violence

Mapping what we know about the effects of agriculture, land-use change and forestry programmes

### Evidence use brief

Evidence-informed policy change: improved access to groundwater in West Bengal, India

Using evidence to inform the scale-up and adoption of biofortified orange sweet potato in Uganda

Using evidence to prevent violence against women in Uganda

### Impact evaluation briefs

Can mobile message reminders help in treating TB in Pakistan?

Do incentives improve tax collectors' performance and increase tax collection in Pakistan?

Does skilling Moroccan youth help them become employed?

Encouraging HIV testing among truck drivers in Kenya

Encouraging Kenyan men to use HIV self-test kits

Evaluating the impact of computer-assisted instruction and learning in China

Household and economy-wide impacts of a public works programme in Ethiopia

Improving maternal and child health in India

Integrating HIV testing with EPI: a second chance to protect infants

What is the impact of a community-managed conditional cash transfer programme in Tanzania?

### Replication brief

Replicating influential HIV impact studies: lessons learned and next steps

### Systematic review briefs

Community-based health insurance: how to promote effective and equitable coverage?

Creating active labour markets: how to improve employment outcomes for young women and men

Does agricultural certification improve well-being?

Handwashing and sanitation behaviour change in WASH interventions

## Scoping papers

Understanding financial risks for smallholder farmers in low- and middle-income countries: what do we know and not know? **3ie Scoping Paper 9.** Barooah, B, Kaushish, B and Puri, J (2017)

Promoting latrine use in India. **3ie Scoping Report 8.** Lahiri, S, Yegbemey, RN, Goel, N, Mathew, L and Puri, J (2017)

Integrating HIV services with other health services to improve care, retention and adherence, **3ie Scoping Paper 7.** Heard, A, Peterson, K, Modi, S, Esper, H, Calvo, F and Brown, AN (2017)

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Evaluating advocacy: an exploration of evidence and tools to understand what works and why. **3ie Working Paper 29.** Naeve, K, Fischer-Mackey, J, Puri, J, Bhatia, R and Yegbemey, R (2017)

**3ie evidence gap maps: a starting point for strategic evidence production and use, 3ie Working Paper 28.** Snilstveit, B, Bhatia, R, Rankin, K and Leach, B (2017)

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# Appendix F

## 3ie financial report

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

As of 31 December 2017, 3ie's assets stood at US\$64.72 million, comprising US\$38.85 million in cash balances, US\$25.59 million as grants receivable (i.e., undisbursed balances in signed grant agreements) and US\$0.28 million in other receivables, fixed assets and deposits. 3ie has liability towards grants and/or expense payable and refundable advances of US\$1.29 million. The undisbursed grants commitment of 3ie on signed grant agreements signed by 3ie with subgrantees is US\$19.91.

Income for the year 2017 was US\$8.53 million, comprising multiyear grants from various donors, service income and interest income. Expenses for 2017 were US\$21.51 million, of which grant disbursements account for 65.9 per cent. The other major categories of expenses were salaries at 19.2 per cent, consulting fees at 5.3 per cent and travel at 3.8 per cent.

### Income for 2016 and 2017

US\$ millions

Particulars	2016	2017	Total
Bill & Melinda Gates Foundation	2.90	3.94	6.84
Department for International Development, UK	(3.71)	1.77	(1.94)
William and Flora Hewlett Foundation	6.00	1.14	7.14
United States Agency for International Development	0.16	0.24	0.40
Norwegian Agency for Development Cooperation	0.10	–	0.10
MasterCard Foundation	0.10	0.10	0.20
Wellspring Advisor	0.18	–	0.18
UNICEF	0.50	–	0.50
United Nations Office for Project Services – Water Supply and Sanitation Collaborative Council	0.08	0.03	0.11
Care UK	(0.52)	–	(0.52)
Others	0.55	0.79	1.34
Discount on grants receivable	0.94	0.52	1.46
<b>Total</b>	<b>7.28</b>	<b>8.53</b>	<b>15.81</b>

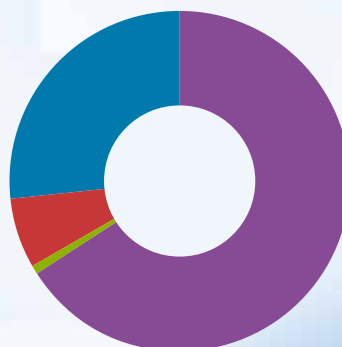


## Expenditure for 2016 and 2017

	2016		2017	
	US\$	%	US\$	%
<b>Grants</b>	<b>18,640,611</b>	<b>71.1%</b>	<b>14,175,558</b>	<b>65.9%</b>
Open Window	1,888,912	7.2%	668,774	3.1%
Systematic reviews	411,820	1.6%	193,713	0.9%
Policy windows	3,540,615	13.5%	2,511,247	11.7%
Development Priority Window	540,361	2.1%	2,039,071	9.5%
Social Protection Thematic Window	627,954	2.4%	129,017	0.6%
HIV and AIDS Combination Prevention	3,907,117	14.9%	740,047	3.4%
HIV Self-testing and Voluntary Medical Male Circumcision Thematic Windows	1,342,533	5.1%	614,819	2.9%
Agricultural Innovations Thematic Window	1,439,561	5.5%	2,262,991	10.5%
Integration of HIV Services Thematic Window	497,593	1.9%	179,766	0.8%
Humanitarian Assistance Thematic window	1,191,232	4.5%	754,991	3.5%
Transparency and Accountability Thematic Window	743,381	2.8%	680,312	3.2%
Immunisation Thematic Window	1,647,300	6.3%	1,397,292	6.5%
Agriculture Insurance Thematic Window	85,354	0.3%	897,512	4.2%
Evidence for Reducing Open Defecation in Rural India Thematic Window	–	0.0%	713,738	3.3%
Other thematic windows	548,881	2.1%	180,661	0.8%
Other grants	227,997	0.9%	211,607	1.0%
<b>Advocacy</b>	<b>196,368</b>	<b>0.7%</b>	<b>214,662</b>	<b>1.0%</b>
Workshops and conferences	162,266	0.6%	172,459	0.8%
Printing and publications	34,102	0.1%	42,203	0.2%
<b>Professional fees</b>	<b>1,554,320</b>	<b>5.9%</b>	<b>1,390,912</b>	<b>6.5%</b>
Auditing and accounting	63,405	0.2%	69,146	0.3%
Consulting fees	1,208,926	4.6%	1,143,693	5.3%
Registry	150,344	0.6%	–	0.0%
Legal	22,606	0.1%	18,944	0.1%
Training and development	109,039	0.4%	159,129	0.7%
<b>Operational expenses</b>	<b>5,809,776</b>	<b>22.2%</b>	<b>5,727,981</b>	<b>26.6%</b>
Salaries and benefits	4,177,610	15.9%	4,127,240	19.2%
Board honorarium	39,000	0.1%	39,000	0.2%
Travel	899,462	3.4%	827,585	3.8%
Amortisation	30,219	0.1%	31,581	0.1%
Office expenses	663,485	2.5%	702,575	3.3%
<b>Total</b>	<b>26,201,075</b>	<b>100.0%</b>	<b>21,509,113</b>	<b>100.0%</b>

## Expenditure by activities (2017)

<b>Grants</b>	<b>65.90%</b>
<b>Advocacy</b>	<b>1.00%</b>
<b>Professional fees</b>	<b>6.47%</b>
<b>Operational expenses</b>	<b>26.63%</b>
<b>Total</b>	<b>100%</b>



## Financial position

<b>Assets</b>	<b>2016 US\$</b>	<b>2017 US\$</b>
Held in Citibank and TD Bank Checking, Savings and Investment Accounts	37,984,659	38,851,438
Grants receivable	41,154,206	26,067,421
Discount on grants receivable	(995,707)	(480,331)
Other receivables	244,996	157,091
Software and equipment and others	153,836	122,254
<b>Total</b>	<b>78,541,990</b>	<b>64,717,873</b>

<b>Liabilities and net assets</b>	<b>2016 US\$</b>	<b>2017 US\$</b>
Accrued expenses	2,141,059	1,292,917
Unrestricted net assets	27,330,073	27,749,552
Temporarily restricted net assets	49,070,858	35,675,404
<b>Total</b>	<b>78,541,990</b>	<b>64,717,873</b>

### Notes

1 Accounts are prepared on an accrual basis.

2 Assets: Grants receivable is the undisbursed portion of funds in signed grant agreements, with discount on grants receivable adjusted to present value using the discount rate of 3.25 per cent

3 Operational expenditures are not all overhead, but also include staff time and other expenditures, such as travel related to achieving 3ie's objective of building capacity to produce and use impact evaluations.

4 Board expenses are fee payments only and not meeting-related expenses.

#### End note

1  
The 2013 methods publication by 3ie staff has been cited 29 times, and the updated 2016 journal version is in the top 25 per cent of all research outputs featured by Altmetric.

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