

International Initiative for Impact Evaluation



Annual report 2014

Evidence · Influence · Impact



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About 3ie

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

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

3ie also funds the production of rigorous full systematic reviews as the most comprehensive and rigorous synthesis and analysis of available evidence. In 2014, 3ie expanded its programme of work to include rapid evidence assessments and evidence gap maps to help fill the gap in high-quality, timely, policy-relevant evidence to inform policy discussions and research priorities.

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

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Abbreviations and acronyms

AIDS	acquired immune deficiency syndrome
AIES	Advancement and Impact Evaluation Services
BMGF	Bill & Melinda Gates Foundation
CLEAR	Regional Centers for Learning on Evaluation and Results
DFID	Department for International Development, UK
EGM	evidence gap maps
HIV	human immunodeficiency virus
IER	Impact Evaluation Repository
IFPRI	International Food Policy Research Institute
L&MIC	low- and middle-income country
OECD	Organisation for Economic Co-operation and Development
PACO	Policy, Advocacy and Communication Office
PES	payment for ecosystem services or payment for environmental services
PIP	policy influence plan
POFROITA	Programme, finance and reporting, information technology and administration
PWP	Philippines Policy Window
RIDIE	Registry for International Development Impact Evaluations
SRO	Synthesis and Reviews Office



Chair's foreword



Richard Manning
Chair
3ie Board of Commissioners

The report before you shows that 3ie published an encouraging amount of new evidence in 2014 on what works in development, why and at what cost. This year has also been one of innovation and impact.

3ie's output is rising rapidly. In 2014, 3ie published 21 impact evaluation reports, three systematic review reports, two working papers, three replication papers and one scoping paper. Cumulatively, it has now published 35 impact evaluations and 12 systematic reviews funded by 3ie, and there are now 100 peer-reviewed publications stemming from 3ie-funded research. 3ie's evidence portal has been growing rapidly and is more accessible than ever. There are over 2,500 impact evaluations in the Impact Evaluation Repository and almost 240 systematic reviews in international development in the database.

Many of the approaches promoted by Howard White since 3ie was established in 2008 have shown their worth. Take 3ie's creative willingness to innovate. For example, while maintaining full rigour, 3ie has brought new approaches to its studies on the impact of interventions to reduce the incidence of HIV, including funding formative research, pilot interventions and rapid impact evaluations, as well as strengthened engagement to ensure decision makers have evidence that is useful and timely.

Similarly, 3ie has built on its experience of Policy Window grant-making to institutions in developing countries to create the broader and more structured Country Policy Window. 3ie launched the first one in the Philippines in 2014, providing a model with huge potential for other developing country members. 3ie is also generating evidence in sectors and sub-sectors that were traditionally ignored by impact evaluations. It is fostering critical innovation in

areas such as climate change and disaster-risk reduction, transparency and accountability of governance of natural resources and extractives, and humanitarian emergencies.

Howard has from the outset insisted that evaluation should not be a mere academic exercise, but one that feeds back into impact to improve policies. It's striking how many examples of policy change reflecting 3ie-financed studies are visible in this report: redesign of education programmes in India or social welfare programmes in Ethiopia; introduction of a tax break for youth employment in South Africa; non-monetary incentives for tax officials in Pakistan; and influence on many donors and programme managers working in the water, sanitation and hygiene sector. These are encouraging instances of direct impact from 3ie-funded evaluations and systematic reviews.

3ie's progress reflects great credit on its staff and management. As you can see from the staff profiles presented in the report, 3ie is fortunate to have committed and creative staff at all levels.

However, Howard's own personal contribution has, in my view, been exceptional. As founding executive director, he built the organisation from nothing to a fully independent and strongly-performing entity with impressive recognition and rapidly growing output and influence. He managed the difficult balancing act of providing strong leadership, while encouraging staff at all levels to take responsibility. His energy and commitment have been astonishing. The Board and management were very pleased to set up a new annual event – the 3ie Howard White Lecture series – to honour his many substantive contributions to strengthening evidence-informed policymaking and programming in international development.

The Board's most important task in 2014 was to find a top-quality successor to Howard. We attracted an encouragingly strong field of candidates. I'm very pleased that we were able to appoint Emmanuel (Manny) Jimenez as 3ie's executive director. Manny Jimenez comes to us, like Howard, from the World Bank's Independent Evaluation Group. He has had a long and successful career in many key positions across the Bank. It's already obvious that he is bringing valuable new insights to 3ie's work, and the 3ie Board looks forward to working with him to build on the foundations that Howard has laid.

One of our longest-serving Board members, Nafis Sadik, is stepping down in early 2015, and I would like to thank her very sincerely for her contribution to helping 3ie through its earliest years and not least for her encouragement of low- and middle-income country membership, which is now at 50 per cent. The fact that our membership rose from 25 to 32 in 2014 shows that 3ie's offer is increasingly finding resonance, not least among developing countries.

Richard Manning

Letter from the executive director



Howard White
3ie Executive Director

'Each year billions of dollars are spent on thousands of programs to improve health, education and other social sector outcomes in the developing world. But very few programs benefit from studies that could determine whether or not they actually made a difference. This absence of evidence is an urgent problem: it not only wastes money but denies poor people crucial support to improve their lives.'

Evaluation Gap Working Group, 2006. *When Will We Ever Learn? Improving lives through impact evaluation.* Washington, DC: Center for Global Development

Less than 10 years ago, the Center for Global Development (CGD) published a report, *When Will We Ever Learn? Improving lives through impact evaluation*. The clarion call was that billions of dollars are being wasted on development programmes that do not work. A waste of money for the tax payers in both developed and developing countries paying for those programmes. A waste of time for the devoted civil servants and NGO workers implementing them. And a waste for those whose lives that could have

been improved – or even saved – had the money been spent on programmes that work.

This influential report called for a new international initiative to fund impact evaluations of development programmes: an International Initiative for Impact Evaluation, or triple IE as it was called at the time. I was appointed in 2008 to set up the agency. My first executive action was to replace 3IE with 3ie, and refer to us as three IE, rather than triple IE.

I went on to do a bit more than that. As I stand down at the start of 2015, 3ie is a well-established global agency in the development architecture. We have over 50 staff in three offices in New Delhi, London and Washington, DC. We have awarded close to 200 grants for impact evaluations and systematic reviews in over 50 countries. People now ask me, where did you go right? Here are some reflections to answer that question.

Have a clearly defined niche and stick to it. The CGD report helped carve a clear niche for 3ie. We are a global fund-and the only one- for impact evaluation. There are bigger agencies operating in the impact evaluation space, notably the Abdul Latif Jameel Poverty Action Lab and Innovations for Poverty Action. But their focus is specifically on impact evaluations. If a development agency wants someone to run a quality-assured programme of impact evaluations through a competition open to expert researchers around the world, then 3ie is the obvious choice. Our diversified public goods and programmes-for example, the online evidence portal, the Registry for Development Impact Evaluations and pioneering evidence gap maps (EGMs) – all fall within our core mandate to generate high-quality evidence on what works in development and why, and at what cost.

Get some seed money, and make it grow. CGD had raised money from 3ie's founding donors. This was enough to get us started, and be seen as a credible entity to other funders. But it was less than three per cent of what we have raised since. Without the seed the tree cannot grow. But you

cannot just sit back and assume it will do that without a lot of nurturing.

Build the brand. In the early days, 3ie was basically me working out of my bedroom in Cairo, with help from Bill Savedoff in setting up the legal institution 3ie as a US non-profit, and Alyaa Abdulkader as my first executive assistant. We launched the 3ie website early on. We regularly wrote about impact evaluations so that we could inform the authors that their work was cited on the 3ie website and that way they found out about us. We co-hosted the first international conference on impact evaluation in Cairo, Egypt in March 2009, making it also the first in Africa. Over 700 people attended. We started with a mailing list of 200, and now we have over 13,000 newsletter subscribers.

Accept a little help from your friends, and give a little back. The conference in Cairo was a joint event with the African Evaluation Association and Network of Networks for Impact Evaluation. Our subsequent large-scale conferences have also been joint events: in 2011 in Cuernavaca, Mexico, we partnered with Instituto Nacional de Salud Pública, and in Manila, the Philippines, in 2014, we partnered with the Asian Development Bank and the Philippine Institute for Development Studies. We benefitted from early partnerships with the Campbell Collaboration, the Latin American Impact Evaluation Network, the Poverty Reduction, Equity and Growth Network, and of course our host in Delhi, the Global Development Network. We used their networks to expand ours and build the 3ie brand. As we have grown, we return the favour, helping promote their work and fostering closer engagement with some key partners.

Just do it. 3ie hit the ground running. We issued our first requests for proposals for systematic reviews in September 2008 even before we had set up offices or hired any staff. The first Open Window grant programme followed shortly afterwards. We do not spend excessive time thinking about what we want to do. We do it and learn from how it goes.

Practise adaptive learning, learn from your mistakes.

3ie is always seeking to learn from what it has done and how it can improve. For example, what is the right balance between assessing potential policy impact and the technical quality in proposals? We have experimented with various approaches across various funding windows, improving with each iteration. We have always been an organisation where people can express their opinion, and learn from our individual and collective mistakes.

Invest in your staff. 3ie's strategy and annual work plans are built bottom up through a consultative process involving all staff. When the 3ie Board of Commissioners visit our offices, the staff lead the presentations. Management are not allowed in the room. Every year, each team maps out how what they do helps 3ie achieve its objectives. One year the catering staff produced a flip chart presentation of cups of tea leading to more contented, more productive staff. Attachment to causal chain analysis runs deep in 3ie!

Most importantly, never forget why you are doing what you are doing. The CGD report's subtitle, improving lives through impact evaluation, is the core of 3ie's vision statement. It's about better policies and decisions leading to better lives. 3ie has a unique focus on policy. We are not about publishing studies in academic journals. We are about putting evidence of what works, what does not, why, and at what cost into the hands of policymakers and programme decision makers. We clung to that vision in the early days, despite some opposition, and it has guided us well.

It would not be true to say that I leave 3ie without regret. But I do leave it with confidence in the organisation, the 3ie team and my successor, Emmanuel Jimenez, to build on what we have achieved so far. I leave it with confidence that improving lives through impact evaluation is more than just a slogan.

Howard White

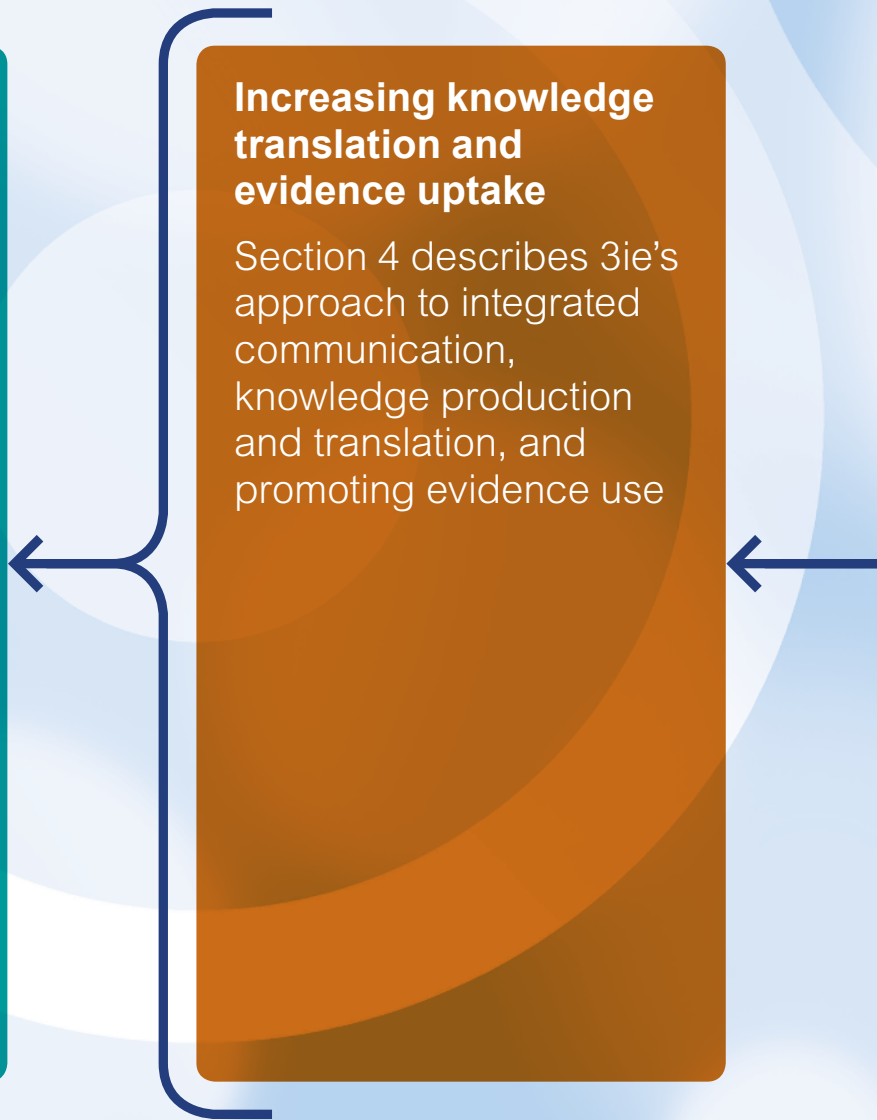
How 3ie works

Improving lives through better evaluation and evidence

Section 1 showcases 3ie-funded studies that have influenced policy and programmes, as well as how 3ie has supported policy engagement and is funding influential and innovative research in the area of HIV and AIDS

Increasing knowledge translation and evidence uptake

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



Producing better evidence

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

Supporting better evaluation

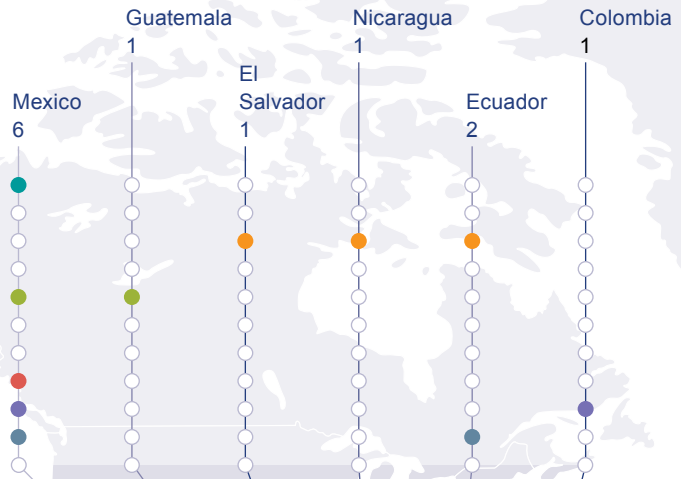
Section 3 outlines the ways that 3ie supports its members and contributes to building commitment to evaluation

Building 3ie

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

Projects per country

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



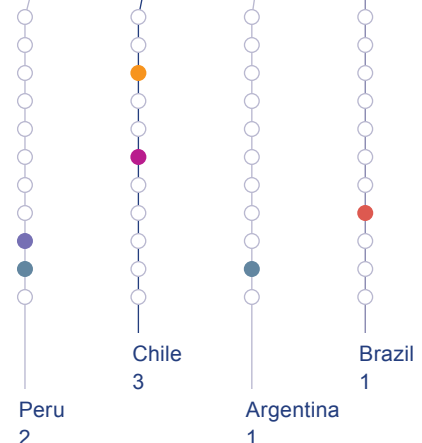
3ie around the world

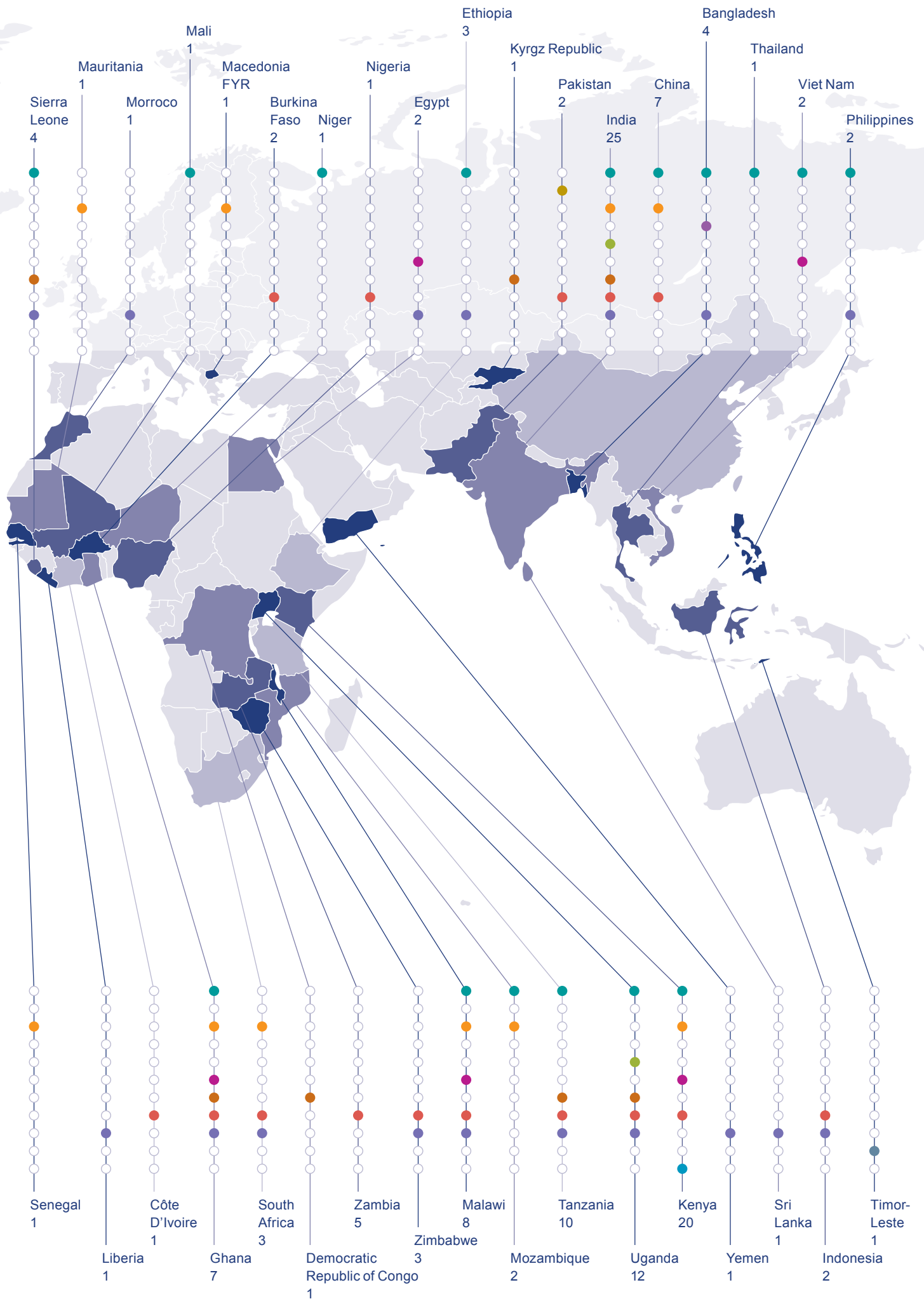
Map of funded projects

3ie has committed a total of US\$84,225,205 million for all grant windows as of December 2014.

Projects per country

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





3ie highlights from 2014

Funded **26 impact evaluations, 3 systematic reviews and 32 proposal preparation grants**

Launched the **first rolling replication window with a focus on HIV prevention**

Launched the **Philippines Policy Window**, commissioned by Australian Department for Foreign Affairs and Trade and the National Economic and Development Authority, Government of the Philippines

Published **21 impact evaluation reports; three systematic review reports; two working papers; three replication papers; and one scoping paper**

Reached **100 peer-reviewed publications with 3ie-funded research**

Produced the first 3ie video lecture series of 15 videos covering introductions to impact evaluation, systematic reviews and policy engagement

Contributed to methods briefs on the building blocks of impact evaluation for the new web-based UNICEF impact evaluation series

Membership increased to 32, with 57 per cent from developing countries and increasing low- and middle-income country (L&MIC) membership to 50 per cent for the first time

Launched the annual Howard White lecture series during the first London Evidence Week

Awarded 70 bursaries to build researcher capacity through training, conferences and meetings

Sponsored **the third 3ie international conference on impact evaluation and the first one in Asia with the Asian Development Bank, in Manila**

Set up as a **branch office in India of the US-registered NGO 3ie, Inc.**

Annual income, including new signed agreements, was **US\$26.66 million**, bringing 3ie's cumulative income since 2008 to **US\$169.30 million**



‘Early stakeholder engagement is absolutely critical. We were very vigorous in our stakeholder consultation, and that wasn’t easy because there are a lot of differences in opinion in the value of REDD+ activities. But we gained a lot of insights into what those values at that community-level were and that would influence how we conduct an impact evaluation of REDD+ activities in Nepal.’

Paul McShane

Monash University, Melbourne, Australia
Inception workshop for Climate Change and
Disaster-Risk Reduction Thematic Window,
Manila, October 2014

1 Improving lives through evidence-informed policymaking and programming

Evidence to influence

3ie funds studies to produce evidence to inform policy. Our policy influence monitoring tells us that over half of studies at or near completion have a policy influence story, such as these examples from 2014:

Redesigning the safety net in Ethiopia

The Ethiopian government viewed the Productive Safety Net Programme – one of the largest social protection programmes in Sub-Saharan Africa – as a key tool in its fight against malnutrition. Yet a 3ie-funded study conducted by the International Food Policy Research Institute (IFPRI) found the programme has had no impact on nutrition. The government has asked the study team to advise on how to redesign the programme so it is effective in bringing down malnutrition.

Enhancing learning outcomes in India

The Indian Central Board of Secondary Education has introduced the Continuous and Comprehensive Evaluation (CCE) system to tackle dismal learning outcomes in much of the country. A 3ie-funded study showed that CCE had no impact on learning outcomes, but a Learning Enhancement Programme (LEP), developed by the Indian NGO Pratham, had a significant effect on students' Hindi language skills. The state government in Haryana, where the study took place, has commissioned a detailed review of CCE. Meanwhile, based on

these findings, Pratham has expanded LEP to over 2,000 villages in the states of Jharkhand, West Bengal and Uttar Pradesh.

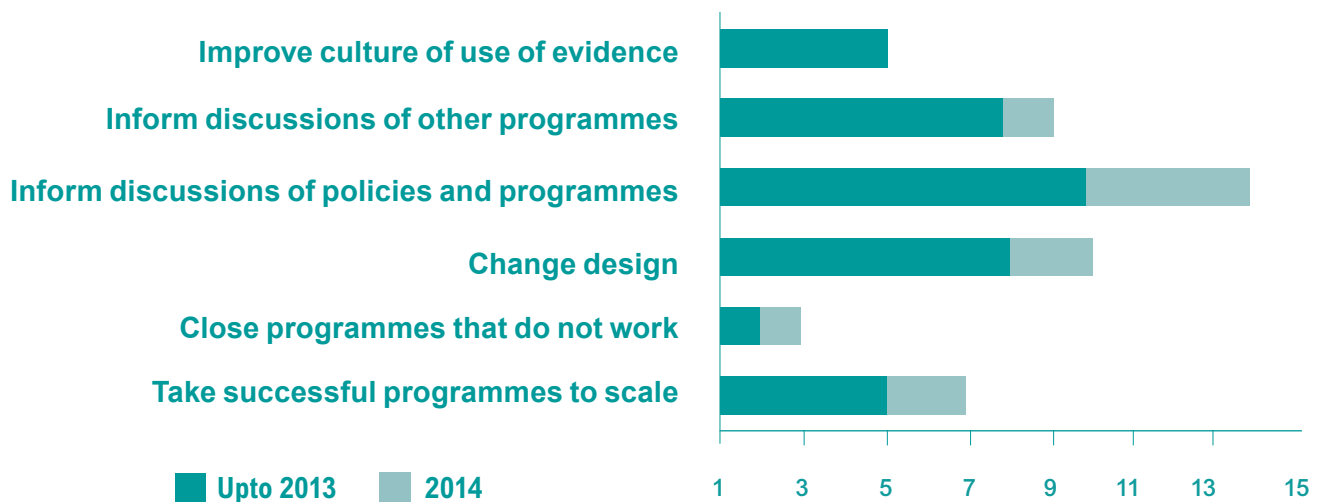
Putting targeting outcomes in context in Zimbabwe

3ie-funded research by the University of North Carolina showed that the Government of Zimbabwe's Harmonised Social Cash Transfer programme had high inclusion and exclusion errors. However, the study team showed the programme's main donor—the UK Department for International Development (DFID)—that the Zimbabwean programme's targeting performance was similar to that in other cash transfer programmes, such as the Livelihood Empowerment against Poverty programme in Ghana and *Progres*a in Mexico. DFID decided to continue its support for the programme.

Improving tax collection in Pakistan

A 3ie-funded randomised controlled trial in Pakistan showed that better incentives for tax collectors resulted in higher tax collection with no damage to public perceptions of the Excise and Taxation Department. Encouraged by these results, the department has asked the researchers for a follow-up study to assess the impact of non-monetary incentives such as merit-based transfer and posting in improving performance.

Figure 1
Policy impact of
3ie-funded impact
evaluations



Informing global policy on water supply and sanitation

During 2014 we started tracking how our systematic reviews are being used to inform global policy. Our first-ever systematic review, on water supply and sanitation, is listed on the World Health Organization’s (WHO) website as a source of evidence, and specialist publications by DFID, the Australian Agency for International Development (AAID) the World Bank, the Organisation for Economic Co-operation and Development (OECD), InterAction and World Vision.

As these examples show, 3ie continues to be successful in informing policy, with evidence being used to: take successful programmes to scale; close those that do not work; inform the redesign of programmes or policy discussions, including the design of other programmes; and improve the culture of the use of evidence. To date we have documented a total of 48 cases of such uses of evidence from 3ie-funded studies, of which 10 were in 2014. Through 2014, almost half of completed or nearly completed 3ie impact evaluations have had policy impact. Figure 1 illustrates what we are monitoring and how many cases we identified.

Influencing public debate

3ie works to ensure that evidence from 3ie-funded studies enters public debate. We do this through presentations and press coverage. Grantees presented 3ie-funded studies at over 500 events during 2014, and 3ie staff participated in over 130 events. Together they reached over 1,200 policymakers in 2014.

Press coverage extends our reach still further. We have recorded over 77 media citations of 3ie during 2014, including in *The New York Times*, *The Economist*, *The Guardian*, and *The Hindu*. Coverage comes from attendance at events – for example, the press coverage received at Making Impact Evaluation Matter conference in Manila, interviews with 3ie staff – such as Déo-Gracias Houndolo’s interview in *Journal Nouvelle* or Annette Brown’s interview to *Through the Noise*, an online platform that interviews thought leaders in different areas; and reporting on academic papers from studies that 3ie has funded. More examples of our media engagement are given in Chapter 4.



Restructuring to depoliticise a public works programme in India

India's Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is a social security measure that provides 100 days of wage employment per year to every rural household whose adult members volunteer to do unskilled manual labour. With a total expenditure of roughly US\$7 billion in 2013-2014 and reaching over 70 million people, MGNREGA is one of the world's largest public works scheme. A flagship programme of the previous national government, the current government has been accused of diluting the programme. In its defence, the Ministry of Rural Development at the centre highlighted findings from various studies, including preliminary findings from a 3ie-funded study, to justify the need to modify the programme. Interpreting findings from this 3ie study among other studies, the national government was able to use this

evidence to highlight the politically motivated nature of fund disbursement under MGNREGA to argue for a need to restructure the programme to reduce scope for political patronage.

Building trust with implementing agencies in India

The Government of Bihar in India spends US\$200 million annually on a supplementary nutrition programme to improve child nutrition. Leakage is endemic: around half of the spending is diverted. A 3ie-funded study by IDinsight is looking at alternative models to decrease leakage and improve delivery of nutritional supplements. During the baseline survey, the issue arose of Department of Social Welfare field staff being compensated for food purchases at prices fixed in 2008. The secretary of the department sought assistance from IDinsight to produce a new

field staff allowance policy that accounts for intertemporal and interregional price fluctuations, while ensuring that prices are not inflated for private gain. This example illustrates the close working relationship 3ie encourages its grantees to build with implementing agencies.

How 3ie promotes evidence uptake

Producing policy-relevant evidence and promoting the uptake of this evidence by policymakers and programme managers is at the core of 3ie's mission. We have learnt from experience that ensuring policy-relevant questions requires early and ongoing engagement between the research team and the implementing agency.

3ie requires research teams to develop and implement a Policy Influence Plan (PIP) describing how they will promote the evaluation, build ownership among stakeholders and encourage uptake of study findings. Engagement between 3ie and the research teams during the development of these plans can strengthen the study team's understanding of and commitment to policy engagement during the life of the grant. 3ie requires that at least ten per cent of the grant be used for policy engagement activities.

Early engagement for policy-relevant evaluation design

In 2014, 3ie instituted a more intensive preparation phase for designing evaluations, including specific requirements for engagement with implementing agencies. Using this

approach, 3ie is funding the teams and agencies to develop questions that can be rigorously evaluated, will fill priority knowledge gaps, and meet the evidence needs of the agencies.

3ie organised inception workshops during the preparation phase for six different grant windows. These workshops allow implementing agency staff to meet staff from other agencies whose programmes are being evaluated, and to learn about other evaluations. Study teams get feedback from other teams and from policymakers and programme managers. We will be monitoring whether we see strengthened evaluation designs and policy engagement plans and activities as a result of greater rigour at the proposal stage.

This process of close engagement at preparation stage lays the foundation for understanding and trust between the study team and staff of the implementing agency, which is built on by continued close engagement (see box, above).

And, based on our experience of funding evaluations of programmes with weak designs or which are of little interest to their intended beneficiaries, 3ie now requires evidence of formative research in support of the intervention design. Where such evidence does not exist, 3ie will finance formative studies prior to the impact evaluations, an approach tested last year in our HIV and AIDS programme.



Spotlight on 3ie-funded HIV and AIDS programmes: innovation, expansion and strengthened impact

3ie has supported studies of interventions related to HIV and AIDS through various work streams since our early days. We looked at gaps in HIV and AIDS evidence in our early work using EGMs. We funded eight impact evaluations in this area under our open window grant programme. We have been managing a large grant for the Bill & Melinda Gates Foundation (BMGF) to study combination prevention therapies in Tanzania, South Africa and Zambia. 3ie also produced a scoping report and an evidence gap map to determine the current evidence base and what evidence sources and evidence needs exist in the HIV and AIDS care community. Finally, 3ie is funding the replication of Pascaline Dupas' original study titled *Do Teenagers Respond to HIV Risk Information? Evidence from a Field Experiment in Kenya*.

In 2014, with the advent of very focused and innovative impact evaluation support from BMGF, we are implementing innovative approaches to using impact evaluation to measure effects in HIV and AIDS prevention and, most recently, in the integration of health services.



Innovative designs for influential research for evidence on HIV and AIDS

For the three HIV and AIDS-related thematic windows, 3ie has introduced several innovations to our standard thematic window grant-making. These include funding formative research, pilot interventions, rapid impact evaluations and synchronised research timing.

The formative research innovation was inspired by our government counterparts in the National AIDS and STI Control Programme of the Government of Kenya. When 3ie proposed a window to fund impact evaluations of programmes using HIV self-tests, they explained that their policy process required more background information first. Through an open competition, we funded six formative research studies to explore six different questions that the government and implementers wanted answered before designing HIV self-testing programmes.

The second innovation is that our HIV and AIDS-related windows are the first 3ie windows to fund both the intervention and the impact evaluation. Because these interventions are pilot programmes and are typically adaptations or additions to existing HIV and AIDS programming, it is feasible to fund the intervention and impact evaluation under a single grant. This arrangement facilitates several objectives of these grants programmes. One is for the

programme implementers to be close collaborators from the design of the pilot intervention to the interpretation of the impact evaluation results. Another is to have the interventions tried and tested rapidly in order to produce evidence that can make a difference to policy and programming right away.

This objective points to the third innovation: grant windows focused just on rapid impact evaluations. When designing these programmes, 3ie worked closely with our funder, BMGF, to explore whether rapid and low-cost impact evaluations could produce the desired evidence for the policy questions at hand. We determined that by using a subset of outcome indicators that were more rapidly observed and randomising at the individual level whenever possible, rapid impact evaluations could be designed in these cases to obtain sufficient power with a smaller sample size.

This arrangement means that these are the first 3ie windows where all the studies on the same theme are scheduled to begin and end at roughly the same time. The synchronisation of results allows the grantees, 3ie and our funder to present a large new body of evidence to key decision makers and policy makers all at once. The first release of evidence will be in 2015 for the seven evaluations of programmes to increase the demand for voluntary medical male circumcision.



Building the evidence base on HIV and AIDS

3ie's Thematic Window on HIV Self-Testing operates under two separate phases: phase 1 funds formative research, and phase 2 funds pilot interventions and their impact evaluations. We are funding a feasibility study on HIV self-testing in Zambia. Under phase 2 of the HIV Self-Testing Thematic Window in Kenya, 3ie made three awards for pilot interventions and their rapid impact evaluations. These look at: using HIV self-tests to promote partner and couple testing; evaluating the role of self-administered oral HIV testing in clinic and non-clinic settings for truck drivers; and increasing male partner testing at antenatal care clinics in Kenya.

Under 3ie's third thematic window, we issued seven awards for implementing pilot interventions and conducting impact evaluations of those interventions to increase demand for voluntary medical male circumcision.

These studies will look at the role of economic incentives and peer referrals; promotional and educational messages sent through a mobile SMS platform; and the role of advertising and intimate female partners in delivering customised

messages, as well as the impact of a soccer-themed learning experience promoting male circumcision.

The Integration of HIV Services Thematic Window aims to bridge the knowledge gap of what works and why in HIV care and treatment, and specifically whether and how integration of health services could be a major tool to address the HIV and AIDS treatment cascade. 3ie is funding pilot interventions and impact evaluations of programmes for:

- Improving adherence to antiretroviral therapy (ART) at maternal and child health clinics and the role of community health workers to enhance retention in care and improve adherence to ART;
- Integrating HIV services in community-based healthcare;
- Designing chronic care models to improve prevention, care and support for people living with HIV; and
- Integrating an expanded programme for immunisation and paediatric HIV services for improved coverage and patient outcomes.



‘Aid agencies are continually on a search to find ways to have leverage over public policy in developing countries. Orientating towards being a funder of knowledge generation rather than an implementer is a really effective way to make a contribution.’

Ruth Levine

Director of global development, Hewlett Foundation and 3ie board member in an interview with *SciDev.Net* at 3ie London Evidence Week, 2014

2 Producing better evidence

Impact evaluations

3ie has funded a total of 146 impact evaluations since its founding in 2008, including 26 new awards in 2014. We also awarded 32 proposal preparation grants in 2014. Further details are provided below.

Proposal preparation grants

Proposal preparation grants are awarded to researchers to help them engage closely with implementing agencies for three to four months while preparing the impact evaluation designs. Through this process, the evaluation study team is responsible for capacity-building workshops to ensure that the implementing agency understands the purpose and implications of impact evaluations so that they can participate effectively in identifying questions, discussing the evaluation design and using the findings

Thematic window

3ie's thematic windows focus on building a critical mass of evidence on a question or set of questions in a specific sector or sub-sector in order to identify the best way to overcome the development challenge being investigated. By the end of the year, 3ie was funding studies through nine different thematic windows: three related to HIV and AIDS, social protection, agricultural innovation, humanitarian

emergencies, transparency and accountability in natural resource governance, climate change and sanitation and hygiene. We provided financial and technical support for 17 impact evaluations and 24 proposal preparation grants through those thematic windows. We also developed a new thematic window and started scoping work on increasing immunisation coverage in countries with stagnating or declining coverage.

In 2014, 3ie began work on a joint initiative with Innovations for Poverty Action and the World Bank on evidence for peacebuilding. The partners envisage that the initiative will eventually include a grants funding window on the evidence for peacebuilding (e4p) theme. We began the scoping work, which includes a stocktaking of current programming, an evidence gap map to understand the existing base of impact evaluations for peacebuilding interventions, and a stakeholder survey combined with a series of consultation events. The scoping paper will be published in early 2015.



Policy window

The policy window provides implementing agencies in developing countries with the opportunity to measure the impact and cost-effectiveness of their programmes and strategies. The policy window grant programme is a demand-driven modality. Originally open to non-members, high demand justified a change

by the 3ie board in 2014. The window is now only open to 3ie members. 3ie made eight policy window grants during the year, bringing the total number of grants awarded since inception to 17. Policy window preparation grants were awarded for impact evaluations in five other countries, including the Philippines (see box, below).

Country Policy Window, the Philippines

The Country Policy Window is an innovative funding modality to stimulate demand for impact evaluations and to bring donors, implementing agencies and researchers together to help generate credible evidence on issues of national importance. 3ie does this by conducting demand-generation workshops for policymakers and by ensuring close collaboration between practitioners and researchers throughout the lifecycle of the impact evaluation.

The Philippines Policy Window (PWP) has been commissioned by the Australian government's Department of Foreign Affairs and Trade in collaboration with the Philippine's National Economic and Development Authority. The PWP steering group is chaired by the Philippine socioeconomic planning secretary. The grant

window aims to fund impact evaluations of programmes implemented by the Department of Labor and Employment, Department of Social Welfare and Development, Department of the Interior and Local Government and the Office of the Presidential Advisor on the Peace Process. The government is keen to use the evidence from these impact evaluations to inform its policies. The studies will cover a range of issues, such as youth employment, poverty mitigation, supplementary feeding for children, peace-building activities and local determination of developmental priorities.

In addition to impact evaluations, PWP will fund capacity-building workshops to strengthen local capacity to help build a commitment to evidence-informed policymaking in the Philippines.



Jyotsna Puri

Deputy Executive Director,
Evaluation
New Delhi

I joined 3ie in May 2012. As part of my work, I am responsible for coordinating and leading various grant modalities through which 3ie provides grants for impact evaluations in L&MICs. In this role, I help provide technical leadership on aspects related to design and methodologies, and specifically how we can ensure that studies answer questions that policymakers and programme managers raise. I also work with 3ie colleagues to set standards for high-quality impact evaluations. As part of our senior management team, I also fundraise and train senior policymakers.

We constantly strive to ensure our work is delivering high value for

money to our donors. It is indeed a challenge, but one that makes me jump out of bed with a spring every day. Another exciting part of my work is keeping a vigilant eye out for new areas that are becoming impact evaluation ready. We regularly brainstorm internally and externally for out-of-the-box thinking to understand how we might leverage the excitement in these areas to generate more and better impact evaluations that ultimately help to improve lives. In all this and more I am fortunate to be supported by a group of enthusiastic and experienced colleagues, whom I deeply appreciate and enjoy working with.

Prioritising strategic research and filling key knowledge gaps

Over the past three years, a noticeable trend has been the generation of evidence in sectors and sub-sectors that were traditionally ignored by impact evaluations. 3ie has taken an important lead in this area, recognising that its work should not just be to help and push the frontiers of evidence in areas such as health, agriculture and education, but also to contribute to areas where this work is nascent, therefore contributing to filling a large knowledge gap.

Part of this has occurred serendipitously, as demands from donors have grown. But a large part of it has also been intentional: the challenge of doing real-world impact evaluations is that 3ie has to push the boundaries of thinking in new areas that are relevant and important to policymakers and programme managers. This has fostered critical innovation. As a result, 3ie is supporting impact evaluation grant windows in areas such as climate change and disaster-risk reduction; transparency and accountability of governance of natural resources and extractives; and humanitarian emergencies.

Evidence from an independent analysis of the evidence base of evaluations in humanitarian contexts revealed that there were fewer than 50 impact evaluations, in a sector where more than US\$90 billion has been spent on humanitarian

assistance since 2005. Similarly, a scoping exercise showed that there are no impact evaluations on the transparency and accountability of governance in the extractives sector, an area that has the potential to have an impact on more than US\$300 billion in Africa alone (this is the size of its natural resource export sector, not including the valuation of its unexplored resources). In the future, 3ie aims to fund impact evaluations in sectors that help foster more innovation.

3ie-supported impact evaluations in focus



Environmental and socioeconomic impacts of Mexico's payments for ecosystem services programme

Research team

Jennifer Alix-Garcia, Glen Aronson, Volker Radeloff, Carlos Ramirez-Reyes, Elizabeth Shapiro, Katharine Sims, Patricia Yañez-Pagans

Context

Payment for ecosystem services (PES) is an integral component of policies being used to combat climate change. But, despite their popularity, there is little rigorous empirical evidence on the impact of PES programmes on forestry and overall welfare.

Impact evaluation

This study examined Mexico's national payments for hydrological services programme (PSAH is the Spanish acronym) from its start in 2003 until 2010. Between 2003 and 2011, approximately US\$450 million was allocated to enroll more than 2.6 million hectares of land in the programme. PSAH paid landowners to maintain forest cover on parcels of land they enrolled in the programme. Along with reducing deforestation, PSAH also aims to alleviate poverty.

To evaluate the effectiveness of the programme, the authors used a quasi-experimental design. The researchers compared the forest cover on the beneficiary properties chosen for the programme and their socioeconomic outcomes

with the forest cover and welfare of matched qualified applicants who could not benefit from the programme. They also used case studies to understand when and under what conditions these programmes achieved their intended objectives.

Findings:

- The authors found that the programme had effects in reducing deforestation;
- Enrolling a parcel of land in the programme led to a two per cent reduction in forest cover relative to the control group;
- They did not find any evidence of additional deforestation in areas that were not enrolled in the programme;
- There were no significant impacts on wealth, agriculture or livestock for beneficiaries enrolled in the programme. However, there was some evidence that it helped improve access to credit for beneficiaries. A subset of the poorest beneficiaries was able to keep their children in school longer; and
- The study concluded that one way to improve both environmental and socioeconomic outcomes is to target payments toward communally-owned properties that are poorer on average and show higher avoided deforestation impacts.



The impact of mother literacy and participation programmes on child learning: evidence from a randomised evaluation in India

Research team

Rukmini Banerji, James Berry, Marc Shotland

Context

Universal primary school enrolment for children is a target for many countries. However, primary school enrolment does not always translate into learning outcomes. In India, a 2012 survey showed that 96 per cent of rural primary school-aged children were enrolled, but only 38 per cent could read a simple story. One contributing factor towards this learning gap is the home learning environment, which is primarily influenced by parents' education.

Impact evaluation

This study examined policies aimed at improving mothers' education and the home learning environment, and the extent to which this translated into better learning outcomes for children.

Four hundred and eighty villages were randomly assigned to one of four intervention groups that received either:

- Daily literacy and maths classes for mothers;
- Materials, activities and training each week for mothers to promote enhanced involvement in their children's education at home;
- A combination of the first two interventions; or
- Nothing, which served as the comparison group.

Findings:

- Using test scores, the authors found that the mother's literacy programme increased the learning outcomes for mothers by 0.11 standard deviations and child learning outcomes by 0.04 standard deviations;
- The materials and activities package programme increased mother learning outcomes by 0.05 standard deviations and child learning outcomes by 0.05 standard deviations and the combined programme increased mother learning outcomes by 0.15 standard deviations and child learning outcomes by 0.07 standard deviations;
- The interventions had positive and statistically significant impacts on women's empowerment; and
- While child learning outcomes were small compared to interventions that specifically target this, the results show the impact of interventions that aim to improve adult and child learning outcomes simultaneously that may be of interest to policymakers.

Programming impact

The study found that the Child Home Activities and Materials Packet (CHAMP) intervention that works with the mother, focusing on enhancing at-home learning for the child, does have an impact. Many of the lessons of CHAMP are now being incorporated into Pratham's nationwide Read India programme. In five states and 2,195 villages, Pratham team members are distributing teaching and learning materials to mothers and other family members to



work on at home with their children. Drawing from the CHAMP material, children in 10 states and 5,530 villages are being given worksheets during camps and for homework between camps. A parallel model of having regular meetings with parents at school to discuss the CHAMP material is also being carried out.

A youth wage subsidy experiment for South Africa

Researchers

James Levinsohn, Neil Rankin, Gareth Roberts, Volker Schöer

Context

South Africa has a youth unemployment problem. Unemployment rates for South Africans in the 20 to 24 year-old age group are high – in the region of 60 per cent – and labour force participation rates are low.

Impact evaluation

This study evaluated whether wage subsidy vouchers help increase employment. The programme used a pair wise match and randomly gave a wage subsidy voucher to one person in the pair. The wage subsidy could be reclaimed by the hiring firm. The voucher allowed the hiring firms to claim half the employees' wage or R833 per month (whichever was lower) for a minimum of six months or until R5000 had been paid out. In addition, the wage subsidy was transferable between firms, and individuals could take unclaimed subsidy with them if they left the firm.

The authors collected data on two sets of youths: group with 4,009 individuals and another with 2,500

individuals. Using a matching algorithm, the authors identified pairs of youths with similar characteristics across a variety of socioeconomic indicators and then randomly assigned one person from each pair to the treatment group, leaving the rest as part of the control group.

Findings:

- One year later, young people with the voucher were seven percentage points more likely to be in wage employment than those without the voucher. This impact persisted even after the vouchers lapsed;
- Most of those who entered wage employment as a result of the voucher were able to remain in employment. Very few of the firms that hired young people with wage subsidy vouchers chose to use these vouchers; and
- Individuals who were employed in firms that claimed the voucher or enquired about the voucher were more likely to be employed both one and two years later compared to those who were employed in firms that did not enquire about, or draw the subsidy.

Policy impact

Results from the study featured in the national press and in the National Treasury's 2013 budget review and were discussed in Parliament. The study evidence informed the development of a new law, the South African Employment Tax Incentive, that went into effect in January 2014. It provides a wage subsidy, through a tax incentive, to firms that hire young people aged 18 to 29.



Shagun Sabarwal
Evaluation Specialist
New Delhi

3ie is an amazing organisation to work for, both for the job content and working environment. Being at the centre of generating high-quality evidence and pushing for evidence-informed policies and programmes is the most exciting part. A typical day involves reviewing study reports, grants, evaluation designs and implementation plans, helping sharpen my skills as a researcher. I come across many different methods and strategies for conducting impact evaluations. I also interact with a range of different stakeholders including donors, policymakers and programme managers, getting to know their specific needs. I get to see the nuts

and bolts of international development from different perspectives.

3ie has a wonderful work culture. It is diverse, transparent, young, multicultural and very friendly. Being a small and relatively flat organisation, 3ie encourages interactions and communication across teams. I am particularly proud of 3ie's achievements in generating a critical mass of evidence in a growing number of different development sectors. As a global health expert, I am very excited to have the opportunity to play a leading role in the development of our new and very innovative thematic window on increasing immunisation coverage through community engagement approaches.

Diversification of 3ie's synthesis and review products

The cornerstone of 3ie's Synthesis and Reviews Office (SRO) has been, and still is, its programme of systematic reviews. These are comprehensive reviews of all the evidence on a topic over a given period of time (usually 20 years) that follow the now well-established principles and procedures of systematic review methodology.

The SRO has, however, broadened the range of synthesis products it supports. These include the scoping, grading and mapping of the existing evidence on a topic; EGMs; rapid evidence assessments; full systematic reviews; and plain-language, policy-focused summary reports of full systematic reviews. As a consequence of this diversification of work, in 2014 the 3ie Systematic Reviews Office was renamed the 3ie Synthesis and Reviews Office.

Update on the systematic review programme and new funding calls

In 2014, five 3ie-funded systematic reviews were completed and published:

- The impact of export processing zones on employment, wages and labour conditions in developing countries;
- The effects of microcredit on women's control over household spending;

- Farmer field schools for improving farming practices and farmer outcomes in L&MICs;
- Effects of decentralised forest management on deforestation and poverty in L&MICs: a systematic review; and
- Effects of payment for environmental services on deforestation and poverty in L&MICs: a systematic review.

3ie commissioned three new systematic reviews in 2014:

- Effectiveness of fair trade interventions on poverty and welfare in L&MICs: a systematic review.

Principal investigator: Carlos Oya, School of Oriental and African Studies, UK

- What are the effective types of contractual arrangements to increase smallholder's market power, food security, marketed surplus and net returns?

Principal investigator: Giel Ton, Wageningen UR Research Institute, Netherlands

- Effectiveness of adaptation measures to climate change and climate variability: a scoping review

Principal investigator: Juan Robalino, Centro Agronómico Tropical de Investigación y Enseñanza, Costa Rica.



Evidence gap maps: an innovative tool for seeing what we know and do not know

Since 2013 we have seen an increase in the demand for, and production of, the SRO's most recent innovation: evidence gap maps (EGMs). These EGMs are thematic collections of evidence covering different topics and sectors, such as education, HIV and AIDS, and agriculture. EGMs consolidate what is known and not known about what works in a particular sector (or sub-sector) by mapping existing and ongoing systematic reviews and impact evaluations in that sector.

EGMs can be useful for decision makers looking for evidence to inform policy and programming. They can be conducted relatively quickly and therefore ensure that the best existing evidence is available in an accessible and unbiased way when policymakers need it.

An example of this is 3ie's EGM of systematic reviews of education programmes. It covers a broad landscape of interventions in the primary and secondary education sector and provides users with easy access to a collection of 21 systematic reviews that assess the effects of a range of different education interventions, including school feeding, cash transfers, teacher incentives and deworming.

By highlighting gaps in the existing evidence base on the effects of development programmes, EGMs can also inform strategic

research agendas and ensure that funding is allocated to primary studies where there is a lack of evidence. Identifying these gaps is of particular relevance for funders of impact evaluations who want to target their resources towards key areas where there is no research evidence.

For instance, 3ie's EGM on productive safety nets maps the evidence on the effects of these interventions on poverty. The gap map shows that interventions that focus on poverty reduction as an outcome often fail to measure the actual effects on poverty. Those studies that do focus on the effects on poverty often fail to define how they measure poverty. By highlighting such issues in evidence production, EGMs identify areas where future studies can be improved.

3ie will launch a new interactive and dynamic online platform in early 2015. It will allow users to explore the evidence included in an EGM, with links to user-friendly summaries of all studies. The platform will feature three EGMs, allowing users to explore the evidence on the effects of water, sanitation and hygiene interventions; productive safety net programmes; and primary and secondary education interventions aimed at improving learning outcomes. At least five more will be added throughout 2015.



Effects of payment for environmental services on deforestation and poverty in L&MICs: a systematic review

Research team

Cyrus Samii, Matthew Lisiecki, Parashar Kulkarni, Laura Paler, Larry Chavis

Context

Payment for environmental services (PES) programmes provide financial incentives to people or businesses to maintain or rehabilitate natural forests on their land. The primary goal of many PES programmes is environmental protection, including reducing carbon emissions, but many programmes also aim to improve the welfare of people living in and around forests.

Systematic review

This systematic review provides a comprehensive assessment of the existing evidence on the effects of PES programmes on environmental and human welfare outcomes in L&MICs.

The authors identified 11 studies evaluating the impact of PES, covering 6 programmes across 4

countries: China, Costa Rica, Mexico and Mozambique. None of these studies use a randomised controlled design and overall the evidence base is limited in both quantity and quality.

Findings:

- The evidence from the included studies suggests overall positive effects of PES programmes on both environmental and human welfare outcomes, but the size of these effects are small;
- The systematic review identified nine studies evaluating the effects of four different programmes on forest cover (in Costa Rica and Mexico). Overall the evidence from these studies suggests that PES has a small effect on deforestation, reducing the annual deforestation rate by 0.21 percentage points on average. The effect was slightly larger for forest cover change, which measures both forest loss and forest gain. The small effects of PES suggests high levels of inefficiency in reducing deforestation;



- Two of the included studies assessed the effects of PES on human welfare outcomes. The authors found that PES improved participating households' incomes by 4 per cent in Mozambique and by 14 per cent in China. The study in Mozambique found that effects were substantially lower for poor households; and
- The limited quantity and quality of existing studies means that the findings of the review should be interpreted with caution, and additional evaluations of PES using strong counterfactual design are needed.

The effects of microcredit on women's control over household spending in developing countries: a systematic review and meta-analysis

Research team

Jos Vaessen, Ana Rivas, Maren Duvendack, Richard PalmerJones, Frans Leeuw, Ger van Gils, Ruslan Lukach, Nathalie Holvoet, Johan Bastiaensen, Jorge Garcia Hombrados, Hugh Waddington

Context

This systematic review examined whether access to microcredit could foster changes in women's empowerment, an important dimension of which is women's control over household spending. The main assumption was that by providing credit to poor women, their direct control over expenditures within the household would increase, with subsequent implications for the status of women and the well-being of both women and other household members. The review also examined the mechanisms through which any observed effects were mediated.

Systematic review

This review combined a statistical meta-analysis of the quantitative effects of microcredit interventions with a qualitative synthesis of the mechanisms through which these effects were achieved. Study designs for the statistical meta-analysis drew upon 4 experimental designs (randomised assignment to intervention) and 21 studies that employed a range of different quasi-experimental and multivariate regression approaches.



Daniel Phillips
Research Associate
London

I am proud to be part of an organisation whose core goal is to increase development effectiveness through better use of evidence. The power of systematic reviews lies in their ability to examine all of the evidence – both positive and negative – and to identify what is generalisable and what is context – specific.

This year, I have had the opportunity to work on several 3ie reviews on farmer field schools, an agricultural extension and adult education intervention that has

been implemented across the world. Taking a systematic approach allowed us not only to assess the effectiveness of farmer field school programmes, but also to understand the causal factors that can determine whether outcomes are achieved. I have also been privileged to collaborate on the development of 3ie's new EGMs, and to be working on the in-house systematic review of education interventions for improving the access to and quality of schooling in L&MICs.

Findings:

- The authors concluded that there is no consistent evidence of a positive effect of microcredit on women's control over household spending in L&MICs. The review found some studies with positive statistically significant effects, but these effects were generally small in size and mostly came from studies with a high risk of bias;
- The evidence from regression analysis and the qualitative synthesis found that there were various mediating factors influencing the effectiveness of microcredit and women's control of spending. These included:
 - ◆ The availability and provision of money, such as the size of the loan given;
 - ◆ The existing financial situation of the household;
 - ◆ The (demographic) composition of the (larger) household (for example, number of children) and the position of women in the household;
 - ◆ The division of labour, the existing balance of decision-making power in households, and compliance with (traditional) norms; the opportunity structure related to other activities;
 - ◆ Awareness-raising among women (through media exposure);
 - ◆ The education of husbands to encourage women's empowerment;
 - ◆ Entrepreneurial drive;
 - ◆ Rituals practised within the credit or lending group; and
 - ◆ Women's pride, self-esteem, and self-efficacy.
- Microcredit interventions are not consistently or substantially effective in terms of increasing women's empowerment. The mediating factors that have been identified by this review may provide some scope for policies that enable these facilitating factors to come into play.



‘I was keen to register our study with RIDIE to help promote our work to an international development audience. Registering was relatively easy, and I like the fact that you are also able to register a wider range of impact evaluation studies, not just randomised controlled trials. I encourage everyone engaged in international development research to register their evaluations with RIDIE, so that we can all learn from each other’s work in different disciplines.’

Dr Karen Devries

London School of Hygiene & Tropical Medicine

3 Supporting better evaluation

Impact evaluation services

For 3ie, building the capacity to conduct a rigorous and influential impact evaluation is crucial for achieving the goal of better development outcomes and more effective policies. To this end, 3ie undertakes a range of programming, as part of its impact evaluation services, that are designed to improve the quality of studies and credibility of evidence from all impact evaluations, not just those funded by 3ie.

Replication programme

3ie's Replication programme raises the quality of impact evaluation evidence for policymaking directly, by funding replication studies of influential impact evaluations, and indirectly, by changing the incentives for researchers as they conduct new impact evaluations. During 2014, 3ie launched its first rolling replication window with a specific thematic focus – HIV prevention – and awarded one new study grant as a result. 3ie also launched its Replication Paper Series, to further incentivise replication research by creating a publication and dissemination outlet for all replication studies of development impact evaluations, not just those funded by 3ie. In 2014, 3ie published the first three papers in the series on the 3ie website, including the concept paper referenced in the box on p.38.

Registry for International Development Impact Evaluations

In its first year, the Registry for International Development Impact Evaluations (RIDIE) added 21 new studies to reach a total of 37 formal registrations at the end of 2014. Authors of two of the first 30 studies were randomly awarded tablet computers in a lottery designed to incentivise registration on the platform. Presentations were also made on RIDIE to a number of stakeholders, including those at DFID and USAID.



Building the framework for 3ie replication studies

Research transparency and replication studies in the social sciences are hot topics these days. While many organisations explore theoretical approaches to replication research, few are implementing programmes to increase the replication of influential, innovative and controversial economic research.

3ie's growing replication programme demonstrates our dedication to research transparency. Replication to validate policy-relevant findings is important for all research that is used to inform policy and practice. In the case of impact evaluations in development, internal replication is even more important: (1) because single studies can strongly influence policy; and (2), because external replications – where the intervention is conducted again in the same or similar contexts – are difficult and extremely rare.

A 3ie concept paper lays out the framework of 3ie's replication programme and highlights the challenges of conducting replication research, which include the inevitability of human error, the uncontrolled nature of social science, reporting and publication bias, and the pressure to derive policy recommendations from empirical findings.

Individual replication research, such as Herndon, Ash and Pollin's replication study, which discovered coding errors,

unconventional weighting and selective data inclusion in Reinhart and Rogoff's influential work on the effects of national debt on GDP growth, occasionally spark discourse in the social sciences community about replication. Sparks are not enough; there is a need for better incentives and processes for replication. Requiring journal authors to make data and code available to potential replication researchers is one mechanism for encouraging replication studies. However, the authors of the concept paper find that only around half of the top economics and development journals have replication policies.

The movement for evidence-informed policymaking, whether in high-income countries or L&MICs, will only succeed if the evidence being provided for policymaking and programme design is credible and fit for purpose. Researchers generally have the best of intentions to produce such evidence, but face very real challenges. Replication is not the whole solution, but it can play a key role testing the evidence in completed studies and changing incentives.

Source: Brown, AN, Cameron, DB, and Wood, BDK, 2014. *Quality evidence for policymaking: I'll believe it when I see the replication*, 3ie Replication Paper 1.

Figure 2
Bursary programme
participants by region in
2014

Note: One of the participants from Sub-Saharan Africa received two bursaries during the year.

Sub-Saharan Africa	60%
East Asia and Pacific	11%
Latin America and Caribbean	19%
Middle East and North Africa	1%
South Asia	9%



Bursary programme

3ie's bursary programme provides funding for individual researchers, programme managers, and policymakers in L&MICs to attend trainings and conferences related to impact evaluation and systematic review. The programme aims not only to build the capacity of individuals to use and produce evidence, but also the institutions for which they work.

During 2014, 3ie committed funding for 70 bursary awards to participants attending 14 events in 8 countries. The events included trainings and short courses hosted by CLEAR, RIPA International, the Institute of Development Studies and the University of East Anglia, as well as conferences such as the 7th African Evaluation Association international meeting and the annual meeting of the Impact Evaluation Network of the Latin American and Caribbean Economic Association. Awards were also provided for participants attending the Campbell Collaboration Colloquium and the Cochrane Collaboration Colloquium. In 2014, participants

came from 31 countries across Africa, Asia, Central America, South America, and the Middle East (Figure 2).

Awards are made both on a competitive basis and as a member benefit available to developing country member agencies.

Quality assurance services for systematic reviews

SRO provides quality assurance services to other agencies working in international development. These include donors such as DFID and the Dutch Ministry of Foreign Affairs, as well as NGOs, such as the International Planned Parenthood Federation. SRO also provides a range of training and professional development courses in research synthesis and impact evaluation for users and producers of these sources of sound evidence.



Jennifer Ludwig
Programme Manager
Washington, DC

One of the things I like most about my role is that no two days are alike. Since joining 3ie in 2012, I have helped launch grant windows; managed programmatic activities for the replication programme, the bursary programme and the e4p initiative; contributed to fundraising and member engagement; developed programme strategies and communication; and organised stakeholder events. For young professionals, 3ie is a great place to work because of the collaborative, diverse and supportive environment. We are given the freedom to take on new projects and responsibilities

outside of our comfort zone. This internal culture is a reflection of 3ie's emphasis on learning that is present in all of 3ie's work to increase development effectiveness through better use of evidence.

3ie bursary participant informs public health discourse in Mexico

Fernanda Molina Segui attended the 22nd Cochrane Collaboration Colloquium in Hyderabad, India, as a participant in 3ie's bursary programme. Fernanda is a research assistant at the medical school of the Universidad Marista de Mérida in Yucatán, Mexico, where she helped establish a Cochrane Centre on campus only a few months before the annual colloquium.

Fernanda is working with a team on a systematic review on the impact of non-nutritive sweeteners on adults who are obese or overweight. Having established the new centre, she was eager for the opportunity to learn from others who have been involved with Cochrane for a long time and to network with researchers working on similar areas of research.

Before the colloquium, Fernanda met with her supervisor to look over the sessions and decide which ones would be most useful and which workshops could help the team. When she returned to Mexico, her team sat down together to look over the materials notes, point by point, to determine how to best strengthen their systematic reviews.

The theme of the 2014 colloquium was evidence-informed public health: opportunities and challenges. Fernanda says her experience at the colloquium inspired the team to share high-quality health information with the public through a regular supplement in a local newsletter.

According to Fernanda, networking was one of the highlights of the experience. 'Every time I said I was new and it was my first time at the colloquium and that my major is nutrition, people said, Oh, you have to meet this person. Have you met your research coordinator? He's here!' 3ie's Senior Evaluation Specialist Hugh Waddington also met with bursary holders and helped Fernanda connect with colleagues. She still keeps in touch with people she met at the colloquium to maintain discourse and knowledge on systematic reviews.



Professional services

Through its professional services programme, 3ie continues to serve stakeholders and build capacity to commission and consume impact evaluation-based evidence. We started several new engagements in 2014. A few examples demonstrate the range of services 3ie can provide to members and select stakeholders.

UNICEF, which became a 3ie member at the end of 2014, commissioned 3ie to provide training for its staff from around the world. We conducted a day-long workshop on theory of change in impact evaluation for staff working on education programmes in New York, and a two-day workshop on methodology and management of impact evaluation for country office staff in Luxembourg. UNICEF requested four more training sessions in 2015 and beyond. 3ie staff also contributed to the UNICEF methodological briefs that cover the building blocks of impact evaluation, strategies for causal attribution and different data collection and analysis methods.

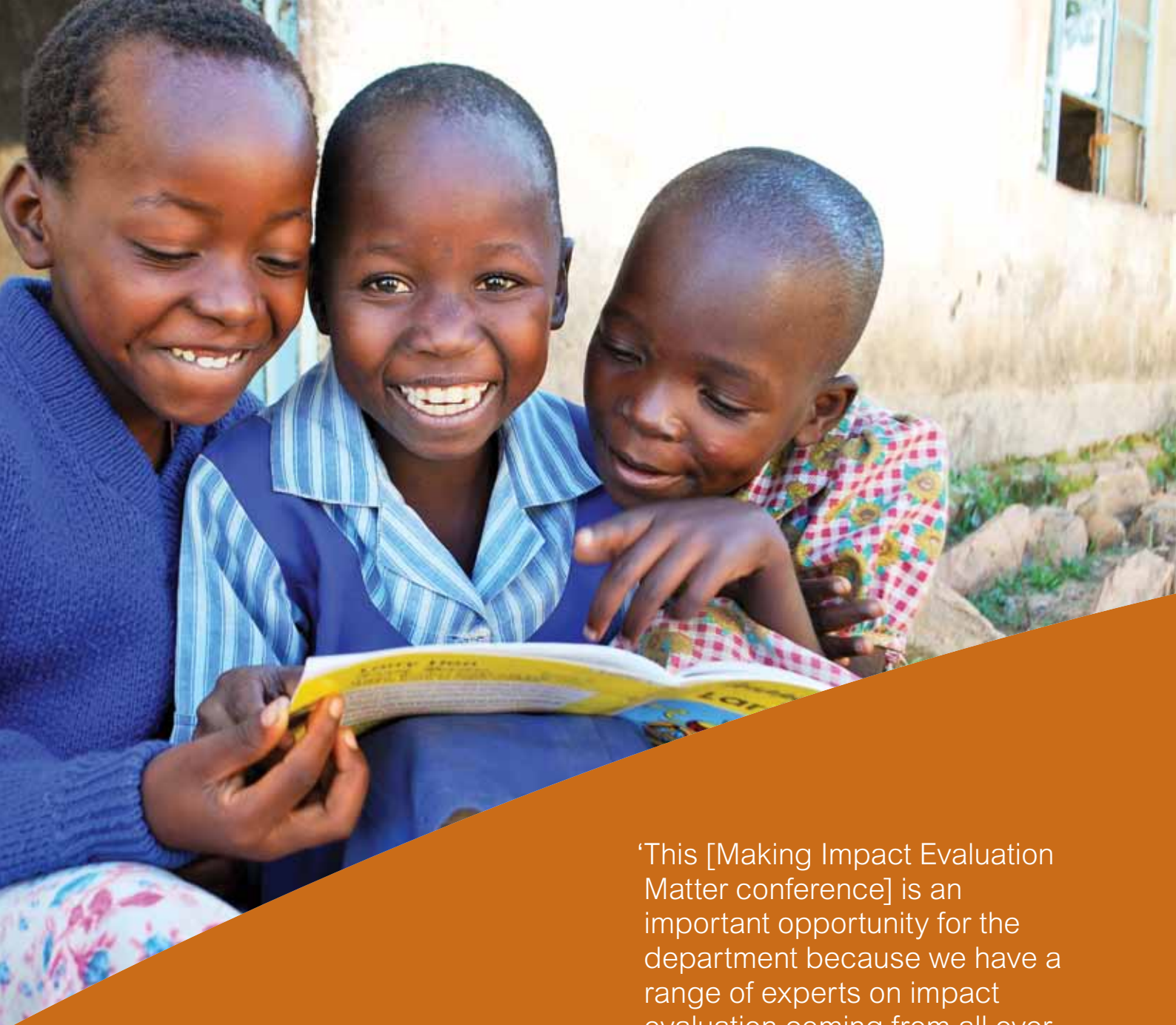
Cotton Connect, an NGO operating in South and East Asia, commissioned 3ie to provide quality assurance for an impact evaluation to be conducted of an organic cotton training programme in India. 3ie is working with Cotton Connect to: issue a request for qualifications; select a research team; provide training; and review and provide feedback on reports submitted throughout the evaluation.

BBC Media Action commissioned 3ie to select a research team for a feasibility study for conducting an impact evaluation of BBC Media Action's mobile Health (mHealth) services programme in India. 3ie awarded the grant to Catalyst Management Services and will provide quality assurance for the impact evaluation proposal.

FINO PayTech is a business correspondent agency that approached 3ie to evaluate the socioeconomic impacts – with a particular focus on financial inclusion – of using the business correspondent model to deliver benefit payments from government programmes in India. 3ie is conducting an impact evaluation to assess the impact of using this model to deliver wage payments to beneficiaries of the Mahatma Gandhi National Rural Employment Guarantee Act in the Indian state of Chhattisgarh.

The MasterCard Foundation, a 3ie member, along with the MacArthur Foundation, commissioned 3ie to produce an EGM and white paper on secondary education and transferable skills. This research will inform a roundtable event of experts on the topic in early 2015.

The African Development Bank asked 3ie to support planned impact evaluations in Ethiopia and Tanzania, as well as a week-long impact evaluation course in Addis Ababa in September 2015.



‘This [Making Impact Evaluation Matter conference] is an important opportunity for the department because we have a range of experts on impact evaluation coming from all over the globe and we are really interested in understanding how evidence can inform policies as well as understand the expectations of donor agencies and 3ie.’

Merekeleni Talei Vuniyawena Namudu

Poverty Monitoring Unit, Office of the Prime Minister, Fiji at Making Impact Evaluation Matter conference, Manila, September 2014

4 Increasing knowledge translation and evidence uptake

Integrated and expanded communication to support the 2014-2016 organisational strategy

In October, the 3ie board approved a new edition of the 3ie communication strategy, first launched in 2011. The updated strategy helps ensure that resources, plans and staffing are in place to support the effective and efficient implementation of the organisational strategy, *From impact to influence: 3ie strategy 2014-2016*. It reaffirms communicating with and influencing policymaking audiences and L&MIC governments, as well as continuing to communicate with and build core audiences of researchers, programme managers, members, associate members and donors.

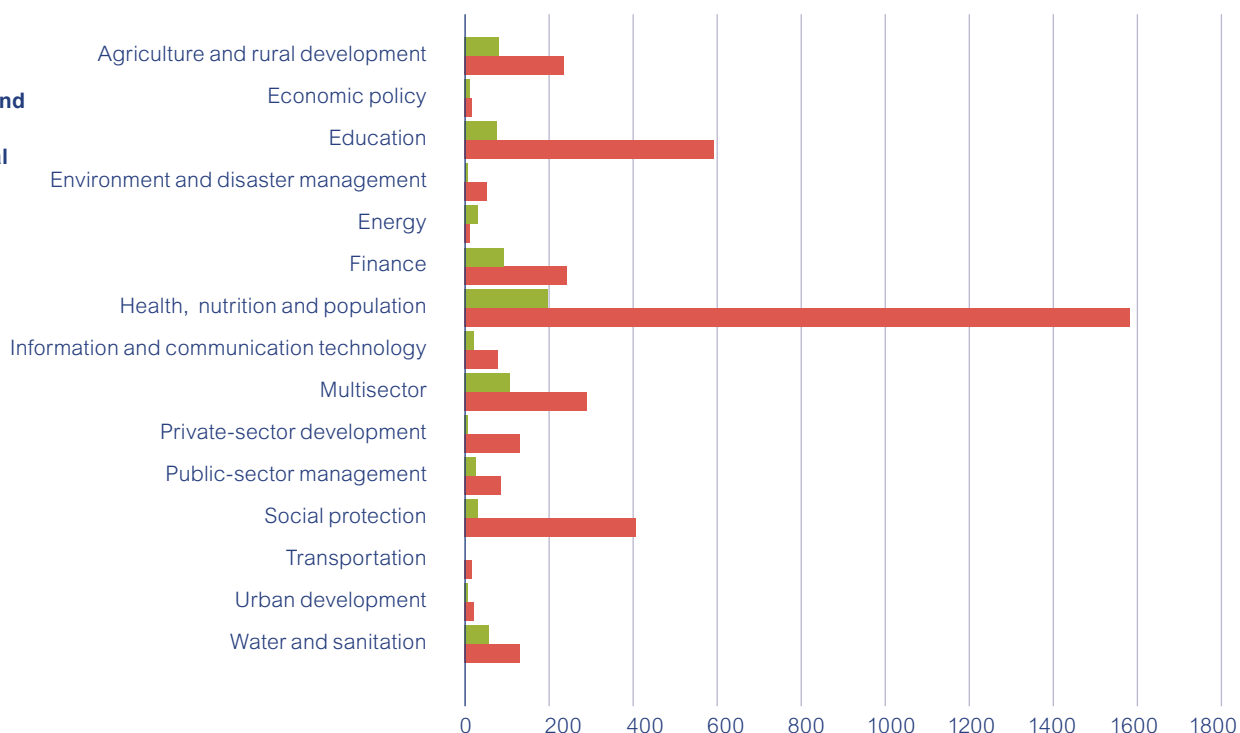
3ie will be building effective communication capacity across the organisation. The Policy, Advocacy and Communication office (PACO), the lead team, wanted to devise a strategy that would deliver an integrated, fully digital approach to communication. It also needed to firmly ground 3ie's work on policy influencing within the evidence base that exists for communicating evidence into policy and practice. The strategy covers strengthening internal communication and building staff capacity to represent 3ie effectively externally. The development of the strategy involved direct engagement with all staff and members of the board, and audience surveys.

Knowledge sharing through the 3ie website

In 2014, we made significant efforts to make the 3ie website more accessible and user friendly. 3ie's web resources are now more accessible to non-English speaking audiences, with a new language translation feature on the site. Multimedia features were introduced for interactive infographics and hosting videos and live streaming of events. To date, 3ie has produced 130 videos that are available on YouTube, of which 78 were uploaded in 2014. These cover a wide range of topics and events, including 3ie's seminar series, conferences, the video lecture series and short video interviews of researchers, policymakers and practitioners. We also upgraded the search functionality and the summary formats for studies on 3ie's evidence database.

In 2014, there were more than 104,700 visits to the 3ie website.

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



3ie launches video lecture series

In the run-up to the Making Impact Evaluation Matter conference in Manila, in cooperation with the Asian Development Bank, 3ie produced a video lecture series. This series offers 15 video primers for programme managers, students or policymakers who want to learn the basics of impact evaluation, systematic reviews and policy engagement, but may not have prior knowledge. The videos feature 3ie's staff, and use plain language and graphics to explain technical concepts.

The first six video lectures cover core concepts in the generation and use of impact evaluations, systematic reviews and using evidence to inform policy. A short quiz at the end of each lecture helps people assess their understanding of the subject covered in the video.

The nine remaining video lectures explore how impact evaluation methods can be applied to development programmes in particular sectors, including infrastructure, health, humanitarian relief assistance, governance, climate change, agriculture, education, social protection and microfinance.

The success of this new series prompted 3ie to decide to make the videos a regular feature, and to make them available on the website.

3ie evidence portal

In the summer of 2014, after a year-long search and screening of completed studies, 3ie launched the Impact Evaluation Repository (IER). It is an enhanced database indexing all published impact evaluations of development interventions. The IER now contains more than 2,500 impact evaluation records. The 3ie systematic reviews database now contains almost 240 records of completed reviews. In 2014, 3ie improved the database search functionality.



London Evidence Week

3ie held its first evidence week from 13-17 October in London to coincide with the regular fall board meeting. The event kicked off with presentations on 3ie-supported impact evaluations and systematic reviews, including the evaluation of the millennium village project in Northern Ghana, a systematic review on feeding programmes for young children and an evaluation on community-based health services in Zambia. This was followed by the launch of the 3ie Howard White lecture series (see box on p.47). 3ie also organised a one-day evidence colloquium on areas to which Howard White has contributed, which featured eminent speakers from around the world. The presentations covered several topics including evidence for pro-poor growth; economic development and equitable social development; the future of aid; and aid effectiveness.

3ie officially launched an in-house systematic review, *Farmer field schools: from agricultural extension to adult education*. The week drew to a close with a workshop for NGOs on using impact evaluation to improve programmatic decisions. The London Evidence Week received media coverage on *SciDev.Net*.

3ie staff participation in events

3ie staff participated in 134 external events (both 3ie-sponsored and non-3ie sponsored) throughout the year. They promoted the use of evidence in decision making and practice to diverse audiences that included high-level policymakers, programme managers and developing country participants.

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



‘This conference has helped us improve our ability to be better problem solvers.’

Prof. Tarsis Banzana Kabwegyere, minister for general duties, Government of Uganda

‘What an insightful and engaging conference... Many thanks to the brilliant organisation and speakers!’

Laurenz Langer, PhD student at the Evidence for Policy and Practice Information and Co-ordinating Centre, University College London’s Institute of Education (on Twitter)

Making Impact Evaluation Matter: 3ie co-hosts the first major international conference in Asia

In September 2014, 3ie, the Asian Development Bank and the Philippine Institute for Development Studies came together in Manila to organise the first major international conference on impact evaluation in Asia, *Making Impact Evaluation Matter: better evidence for effective policies and programmes*. The International Development Research Centre, USAID and the William and Flora Hewlett Foundation were co-sponsors of this conference that brought together over 600 participants.

The pre-conference workshops from 1-3 September included practical training sessions on designing, planning and using impact evaluations and systematic reviews. The conference from 3-5 September featured vibrant and productive conversations between researchers, policymakers and practitioners on making impact evaluations matter in real world settings. Major international figures in the field of impact evaluation and policymaking addressed the plenary sessions, including Paul Gertler, professor of economics, University of California, Berkeley; Corazón Juliano Solíman, secretary of social welfare and development, the Philippines; Hon. Tarsis Kabwegyere, minister of general duties, Office of the Prime Minister, Uganda, and Arsenio M. Balisacan, economic planning secretary and director

general of National Economic and Development Authority, the Philippines.

Eighty-six per cent of the participants who filled out feedback forms said their experience at the conference was either very good or excellent. Most participants expressed interest in undertaking impact evaluations of development programmes and using the methodologies learnt in their own evaluation designs. The majority were also keen on integrating impact evaluations in their organisational frameworks.

The conference received extensive media coverage in various national dailies and international news outlets, including *Devex*, *Manila Bulletin*, *Asian Journal*, *BusinessMirror*, and *Business Standard* in India.



Figure 4
3ie staff participation in external events

Seminars and conferences undertaken by 3ie staff	Number of events organised or attended by 3ie	117
	Number of events organised in developing countries	48
	Total number of participants in external events	9,505
	Number of developing country participants in external events	5,259
Demand-generation workshops (DGWs) undertaken by 3ie staff	Number of DGWs	17
	Total number of participants in DGWs	1,148
	Number of development agencies, government institutions that participated in DGWs	460
	Number of policymakers, programme managers addressed in DGWs	651
	Number of developing country participants in DGWs	586

3ie Howard White lecture series

The 3ie Howard White lecture series has been established in honour of the first executive director of the 3ie. This annual lecture is in honour of his strong contributions to the use of evidence from impact evaluations and systematic reviews to inform policymaking and programming in international development.

Howard White himself delivered the inaugural lecture, 'Fieldwork is easy with eyes closed, misunderstanding all you see', at the 3ie London Evidence Week in October 2014. In his inaugural address, Howard argued that 'going deep on context' (historical, political and cultural) is necessary for a proper understanding of impact, and indeed should also inform intervention design. The lecture is available on the 3ie website and it is in the top five most viewed of the 3ie videos. Each year, the 3ie Howard White lecture selection committee will invite a distinguished international development professional to deliver a lecture on a topic related to 3ie's mission. It will be a key event during the annual 3ie Members' Conference, which is held each spring in Washington, DC.

3ie in the news



Gujarat experiments with expansion of public health insurance

New York Times 3 April 2014

3ie-funded impact evaluation, *Improving maternal and child health in India: evaluating demand and supply side strategies (IMATCHINE)* was cited in this article.

Yasin Mirza, an auto-rickshaw driver, after undergoing a triple bypass surgery at V.S. Hospital in Ahmedabad, Gujarat, in February. Sami Stva/Pulitzer Center on Crisis Reporting

AHMEDABAD, India — After Yasin Mirza, a 65-year-old auto-rickshaw driver, suffered a heart attack while sitting on his bed at home after eating a meal, he was rushed to a hospital for surgery. As a person with a heart condition, he had to use the Mukhya Mantri Arogya Yojana health insurance plan, which covers up to Rs 10 lakh for a year.

3ie-supported impact evaluation findings to be presented at the conference

Business Standard, India
3 September 2014

The findings from a 3ie-funded impact evaluation, *A wide angle view of learning: evaluation of the CCE and LEP programmes in Haryana* was mentioned in this article.



Monitoring and evaluation: an insider's guide to the skills you'll need

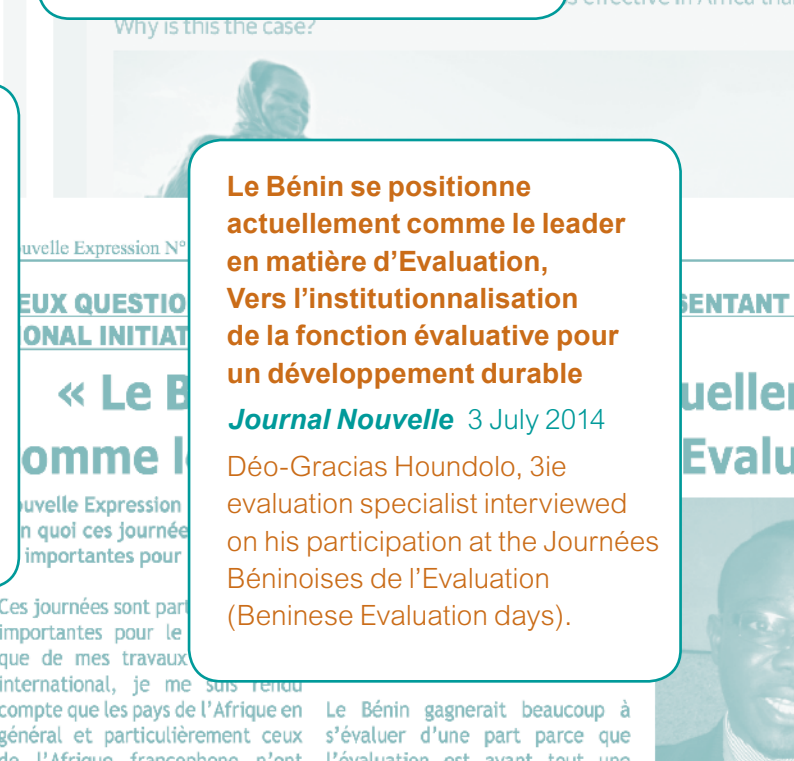
The Guardian Global Development Professional's Network blog
26 September 2014

This blog mentions 3ie's Delhi, Washington and London monthly seminars and the conference in Manila as important go-to events for an understanding of evaluation.

How effective have agricultural land tenures been in Africa?

The Guardian March 2014

Steven Lawry and Cyrus Samii wrote an article based on the systematic review on the impact of land property rights interventions on investment and agricultural productivity in developing countries. This was an International Development Coordinating Group study and SRO quality assured study.



Le Bénin se positionne actuellement comme le leader en matière d'Evaluation, Vers l'institutionnalisation de la fonction évaluative pour un développement durable

Journal Nouvelle 3 July 2014

Déo-Gracias Houndolo, 3ie evaluation specialist interviewed on his participation at the Journées Béninoises de l'Evaluation (Beninese Evaluation days).



Data hub to promote global South's research news launch

SciDev.Net 16 April 2014

3ie's participation in the DFID-funded and Institute of Development Studies-led Global Open Knowledge Hub project.

Top-notch impact studies on development are on the rise

SciDev.Net 14 October 2014

Howard White, 3ie executive director, quoted in this article.

Aid agencies are advised to switch to knowledge building

SciDev.Net 29 October 2014

This article cites Ruth Levine, 3ie board member and director of global development at the William and Flora Hewlett Foundation.

Down and out in rural China

The Economist 21 August 2014

A 3ie-supported study on vocational education in rural China was featured in this article.

The hungry and forgotten

The Economist 14 June 2014

Article based on a 3ie-funded study on paying for performance in China's battle against anaemia.

Agriculture: engage farmers in research

Nature 30 April 2014

The 3ie in-house systematic review on farmer field schools was cited in this article.

In high-risk contexts, higher stakes for impact evaluation

Devex 13 October 2014

Article on the debates on impact evaluation in high risk areas at a panel discussion at the Making Impact Evaluation Matter conference.

Can a tool for doctors 'fix' evidence-based foreign aid?

Devex 21 April 2014

Howard White's presentation on the role of systematic reviews in international development at an event hosted by the Independent Evaluation Group at the World Bank headquarters during the Spring Meeting.

Govt aims Congress gun at NREGA

The Telegraph, India

16 October 2014

Preliminary findings from a 3ie-funded study, *Impact evaluation of National Rural Employment Guarantee Scheme in India* were featured in this article.



Paromita Mukhopadhyay
Communication Officer
New Delhi

Public engagement acts as the bridge between evidence generated and eventual policy change. For the past three years, I have crafted and implemented innovative ways to reach audiences as part of PACO.

The results have been encouraging: responses to 3ie grant calls have steadily increased; many more people follow us now on social media; and greater numbers visit the website, downloading publications, videos and subscribing to our newsletter.

Attendance at our seminars and external events has gone up. In 2014, my colleague Kanika and I created *3ie Insider*, an internal newsletter that has become a popular and helpful way for staff based in three different regions of

the world to know what is going on within 3ie.

In the past year, I joined the grant management team for the thematic window on transparency and accountability of natural resource governance, which has been my most interesting work experience yet. It offers me the chance to interact with grantees, catch up on the contexts in which they work, and better understand the networks that enable and hinder them.

Working at 3ie has been fascinating. Everyone is fiercely driven. We have the freedom to learn, imagine and experiment in our respective spheres of work. Decision making flows from deliberative processes. 3ie's multicultural environment is, of course, a priceless and vastly under-rated asset.

3ie working with the Africa Evidence Network to build capacity of policymakers to use evidence

The Africa Evidence Network (AEN) held its first colloquium in Johannesburg in November 2014. A network of over 300 policymakers, researchers and practitioners, this programme is hosted by University of Johannesburg Building Capacity to Use Research Evidence (UJ-BCURE).

3ie has been associated with AEN since its inception. The network was founded at 3ie's colloquium of systematic reviews in international development in Dhaka, Bangladesh, in December 2012.

3ie experts played a lead role at the AEN colloquium. Beryl Leach, 3ie deputy director, policy, advocacy and communication, and UJ-BCURE advisory group member, participated in the network's first annual general meeting, where she shared helpful insights on successful network building in Africa. She and Ruth Stewart, AEN chairwoman, also gave a keynote address on ways to improve the uptake of evidence into policy and practice. Philip Davies, 3ie deputy director, synthesis and reviews, held workshops on rapid reviews and synthesising evidence. Martina Vojtkova, an evaluation specialist, presented the EGM, a tool

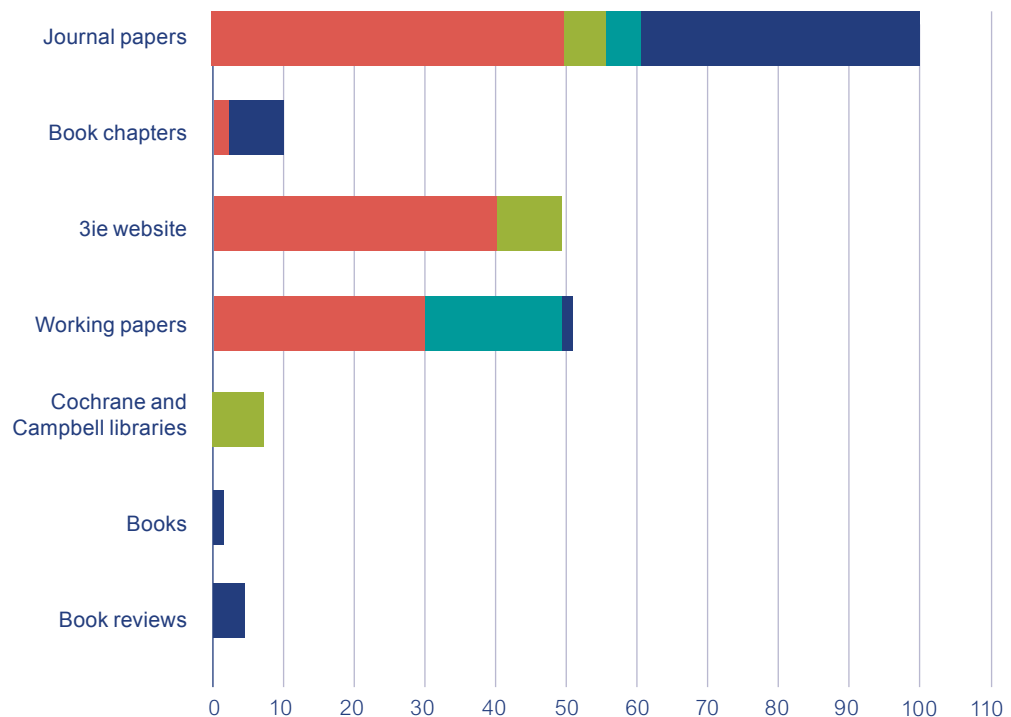
that graphically represents available evidence in different sectors. Déo-Gracias Houndolo, an evaluation specialist, also held sessions on impact evaluations of government programmes.

Engaging with 3ie communities

3ie provides thought leadership by contributing evidence and discussion about the ongoing challenges of promoting evidence-informed policy and programming. The main channels for communicating with our key constituencies in 2014 were a bimonthly electronic newsletter and through social media. Subscription to the newsletter has increased, now reaching over 13,265 key actors in the development sector, with a high proportion in L&MICs.

Recognising that social media are an increasingly effective way of reaching key audiences and communities, 3ie is working to expand the 3ie Facebook page and put daily content on our Twitter feed. Both channels give 3ie real-time, interactive ways to engage with community members. By the end of 2014, we achieved a 106 per cent increase in Facebook followers to 3,326 and a 73 per cent increase in Twitter followers to 4,030. 3ie has also set up a LinkedIn profile to start building an online community of practice, which so far has 322 followers. Expanding this community will be a major focus in 2015.

Figure 5
Publications from
3ie-funded research
3ie staff
Other 3ie-funded work
3ie-funded
systematic reviews
3ie-funded
impact evaluations



3ie publications

3ie has always emphasised the need to make knowledge products accessible and tailor them to the audience needs. As part of our mandate as a knowledge producer, translator and intermediary, we have been publishing 3ie-supported impact evaluations, systematic review summary reports, replication papers and working papers, as well as briefs. 3ie publications can be downloaded from the website and a full listing of 21 impact evaluation reports, three systematic reviews, two working papers, three replication papers and one scoping paper published in 2014 can be found in Appendix D.

In 2014, 3ie launched the scoping papers series to make publicly available the results of work we undertake in preparing thematic windows. The process may vary by window, but this phase usually includes evidence reviews, consultations with sector experts and policy actors, and can include surveys. Scoping papers explore the current type and availability of evidence that can help identify priority policy questions for evaluation research and guide the development of more comprehensive evidence reviews.

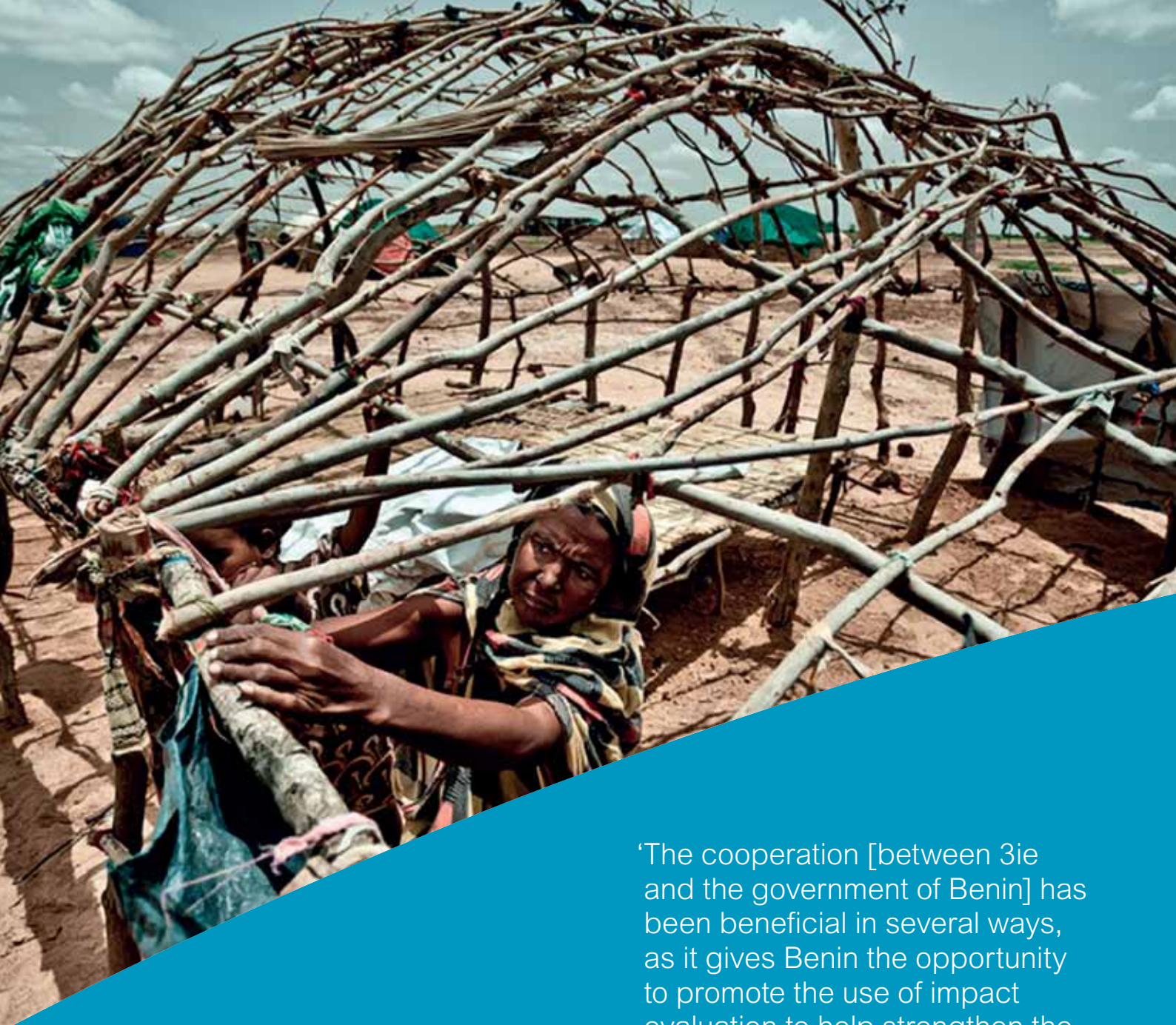
Publications from 3ie-funded research

To date, there are more than 200 publications arising from 3ie-funded research, over 100 of which are journal papers (a full list of the peer-reviewed journal articles published in 2014 is

available in Appendix D). A wide range of journals, including *The Lancet* and *The Quarterly Journal of Economics* have published these articles.

In the fields of development and economics, many journals have an impact factor – a measure of the frequency of citations – of one or fewer, meaning that published papers receive just one citation on average. 3ie-funded work has attracted far higher numbers of citations. For example, *Theory-based impact evaluation: principles and practice* by Howard White in the *Journal of Development Effectiveness* has been cited 156 times. 3ie’s first published systematic review, *Water, sanitation and hygiene interventions to combat childhood diarrhoea in developing countries*, has been cited 120 times. A 3ie-funded impact evaluation, *No margin, no mission? Evaluating the role of incentives in the distribution of public goods in Zambia*, was cited 66 times.

During the past year, 3ie staff have also published widely in peer-reviewed publications (the full list is in Appendix D). *Better targeting of farmers as a channel for poverty reduction: a systematic review of farmer field schools targeting* by Daniel Phillips, Hugh Waddington and Howard White, published in the *Development Studies Research* journal, was among the most downloaded paper in Routledge social sciences journals in 2014.



‘The cooperation [between 3ie and the government of Benin] has been beneficial in several ways, as it gives Benin the opportunity to promote the use of impact evaluation to help strengthen the national evaluation capacities, and also provides a platform to share experiences.’

Aristide N Djidjoho

Director general of evaluation, Ministry of Public Policies Evaluation, Promotion of Good Governance and Social Dialogue, Benin

5 Building 3ie

Strengthening 3ie as an effective and efficient institution

In our first six years, we have been building and strengthening our institutional foundation. This work is the responsibility of the Programme, Finance and Reporting, Information Technology and Administration (POFROITA) Office in New Delhi. This office ensures that robust, reliable and responsive grants management administration and internal and external reporting mechanisms are in place to build a sustainable institution.

This year the programme team managed around 150 ongoing impact evaluation grants, including preparation grants and receiving or processing an equal number of deliverables associated with these grants. They also successfully carried out all internal and external reporting.

The finance team verified the supporting documents for every dollar of the US\$21.12 million spent by 3ie during 2014. In 2014, 3ie received a clean audit report and the auditors found no material weakness in the 3ie internal controls.

3ie's information and technology (IT) team worked on enhancing our online grant management system including improved reporting and automated time tracking software to enable staff to submit their timesheets online. The IT team also helped set up the IT infrastructure in the new office in Delhi.

3ie becomes an independent branch office in India

Between June and December 2014, POFROITA took on the biggest institutional challenge since 3ie's founding, which was to set up a new legal corporate identity for 3ie in India, execute a smooth and successful administrative and financial transfer from our host institution, Global Development Network (GDN), and find new office space. The necessary changes had to be in place and operational no later than the end of December 2014.

Under the tenacious leadership of Hitesh Somani, deputy director, finance and administration, all of the necessary changes

were in place on time. The Indian government granted the branch office status in June. A tireless staff committee viewed more than 25 office properties before selecting a new space in central Delhi. Hitesh and the POFROITA team worked non-stop from September to December and successfully completed all of the changes needed. On 9 December, staff cut the ribbon at the new office and promptly got back to work. The entire transition was completed on time by the end of the year.

Membership

3ie's members are the primary governing body and are responsible for electing the 3ie Board of Commissioners. The annual members' conference was held in April 2014 in Washington, DC. It was an opportunity for member agencies to exchange their experiences on evidence-informed development. During the members' conference week, 3ie arranged for meetings with key institutions conducting impact evaluations, including the World Bank (the Independent Evaluation Group, DIME and SIEF), the Millennium Challenge Corporation and the Inter-American Development Bank.

During 2014, 7 new agencies joined 3ie, bringing the total membership to 32 agencies; 4 of these 7 new members are from L&MICs. A full list of members is given in Appendix C.

Funding

The continued expansion of 3ie's grant programmes was supported with generous contributions from our donor members.

BMGF committed US\$6 million for a grant programme on testing innovations in engaging communities in increasing immunisation coverage and US\$3 million to the Policy Window. DFID committed US\$3 million to a thematic window on transparency and accountability in natural resource governance, and a further US\$1.4 million for the humanitarian assistance thematic window. The William and Flora Hewlett Foundation committed an additional US\$0.8 million for the transparency and accountability thematic window. Care International UK provided US\$1 million for a Bihar technical assistance and support team project to evaluate community-based health initiatives in the Indian state of Bihar. The United Nations Office for Project Services (UNOPS), Geneva, provided US\$1.5 million for the design and implementation of impact evaluation of sanitation and hygiene programmes run by the Water Supply & Sanitation Collaborative Council.

BMGF, DFID and the William and Flora Hewlett Foundation continued their core support under existing grant agreements.



Charu Kanwar
IT Project Manager
New Delhi

I work with several stakeholders and vendors to build an IT-enabled environment at 3ie. To do so, I interact with various teams within the organisation to analyse short-and medium-term requirements and help translate that into technical specifications for vendors and ensure timely, high quality results. I also work with the IT infrastructure officer to ensure regular backups and provision of other support services. In addition, I analyse existing IT processes to make improvements and identify potential uses of IT.

It was an exciting year for us in 2014. We worked towards a more efficient

online system for grant management. We also developed a mobile application for the 3ie conference in Manila that helped participants track the latest updates and announcements related to the conference. We are now moving towards web-based, access anytime, anywhere systems to improve productivity and accuracy.

What I love most about my job is the opportunity to work across teams and use the power of technology to create an impact. The energy, enthusiasm and creativity effused by our staff is contagious, and that is what makes 3ie a unique place to work.



Recruitment of a new executive director

The 3ie Board of Commissioners successfully completed the challenging task of finding a successor to 3ie's founding executive director, Howard White. An intensive global search for suitable candidates yielded 246 applications; 16 applicants were shortlisted for interview, and then narrowed down to 2 finalists. Both candidates were then interviewed by the panel, staff representatives and senior management. In July 2014, the board was very pleased to announce the appointment of Emmanuel (Manny) Jimenez to succeed Howard White in early 2015.

Manny Jimenez comes to 3ie after 30 years at the World Bank Group. At the time of his appointment, he was the director of public-sector evaluations in the Independent Evaluation Group.

Prior to this position, he was responsible for the Bank's operational programme in human development in Asia where he served in its research department. He has published numerous monographs and scholarly articles in the fields of education, social protection, labour, health, urban development, public finance, environment and population. He received his PhD from Brown University. He serves on the World Economic Forum's Global Agenda Council on Population Growth.



The value of 3ie membership in Benin

'Benin, through its Ministry of Public Policy Evaluation, Promotion of Good Governance and Social Dialogue, formally joined 3ie in 2013. This cooperation gives Benin the opportunity to promote the use of impact evaluation to help strengthen the national evaluation capacities, and provides a platform to share experiences.

Thanks to 3ie's international expertise, our country can increase and streamline the quality of evaluations conducted by the Ministry of Public Policy Evaluation, Promotion of Good Governance and Social Dialogue, and subsequently implement more effective public policies. For example, the findings of the impact evaluation of a girls' education programme in Benin will be one such example of the value of our partnership with 3ie.

3ie's support is also crucial for organising major meetings on topics related to public policy evaluation and impact evaluation, such as the third edition of the Beninese evaluation days held in 2014. These national and international gatherings, organised or supported by 3ie, allow member countries to share their experiences and engage in new initiatives. The talent and expertise of 3ie's staff has enabled Benin to strengthen the capacity of its government staff through the training delivered by experts at 3ie.'

Aristide N Djidjoho

Director general of evaluation, Ministry of Public Policies Evaluation, Promotion of Good Governance and Social Dialogue, Benin

Appendix A

3ie staff

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

This listing of staff is as of 31 December 2014.

Executive Director

Howard White

Executive Director's office

New Delhi

Bindu Joy

Executive Assistant

Subashini Perumal

Research Associate

Advancement and Impact Evaluation Services Office

Washington, DC, USA

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

Annette N Brown

Deputy Director

Advancement and Impact Evaluation Services

Anna Heard

Senior Evaluation Specialist

HIV and AIDS programme

Mario Picon

Senior Evaluation Specialist

Benjamin DK Wood

Evaluation Specialist
Replication

Eric Djimeu

Evaluation Specialist
HIV and AIDS programme

Jennifer Ludwig

Programme Manager

Nancy Diaz

Programme Manager
HIV and AIDS programme

Drew Cameron

Research Associate

Larry Nigh

Operations Associate

**Evaluation Office
New Delhi, India**

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

Jyotsna (Jo) Puri

Deputy Executive Director
Evaluation

Francis Rathinam

Evaluation Specialist

Heather Lanthorn

Evaluation Specialist

Shagun Sabarwal

Evaluation Specialist

Tara Kaul

Evaluation Specialist

Ritwik Sarkar

Research Associate

Bharat Dhody

Research Assistant

Policy, Advocacy and Communication Office New Delhi, India

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

Beryl Leach

Deputy Director
Policy, Advocacy and Communication

Stuti Tripathi

Senior Policy Officer

Radhika Menon

Senior Communication Officer

Paromita Mukhopadhyay

Communication Officer

Kanika Jha

Policy, Advocacy and Communication Associate

Vacant as of December 2014

Technical and Administrative Assistant

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

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

Hitesh Somani

Deputy Director
Finance and Administration

Charu Kanwar

IT Project Manager

Sibasish Mishra

Finance Manager

Ditto Joy

Programme Officer
Monitoring, Donor Grant Management and Reporting

Gaurav Sharma

Finance Officer

Jatin Juneja

Finance Officer

Sivesh Kumar

Administration Officer

Rajesh Sharma

IT Infrastructure Officer

Ashima Mohan

Programme Associate

Minna Madhok

Programme Associate

Jamila Khan

Programme Associate

Renu Phillips

Receptionist

Synthesis and Reviews Office London, UK

The team is based in the offices of the London International Development Centre, University College London. It is responsible for managing and quality assuring 3ie-funded systematic reviews, as well as quality assuring a number of non-3ie-funded reviews. The team also produces in-house reviews, synthesis studies and EGMs. The office is the secretariat for the Campbell Collaboration International Development Coordinating Group. Staff regularly provide expertise as trainers in capacity-building programmes.

Philip Davies

Deputy Director
Synthesis and Reviews

Hugh Waddington

Senior Evaluation Specialist

Birte Snilstveit

Evaluation Specialist

Martina Vojtkova

Evaluation Specialist

Ami Bhavsar

Research Administrator

Daniel Phillips

Research Associate

Emma Gallagher

Research Associate

Helen Street

Research Administrator

Jennifer Stevenson

Research Associate

Appendix B

3ie board of commissioners¹

Richard Manning **Chair**

Senior Research Associate and Policy Advocate
Centre for the Study of African Economies,
University of Oxford

Christopher Whitty **Institutional Representative**

Chief Scientific Adviser and Director
Research and Evidence
UK Department for International Development

Geoffrey Deakin

Group General Manager Public Affairs
St Vincent's Health Australia

Gonzalo Hernández Licona

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

Jeannie Annan

Director of Research, Evaluation and Learning
International Rescue Committee

Jodi Nelson² **Institutional Representative**

Director of Strategy, Measurement and
Evaluation
Bill & Melinda Gates Foundation

Miguel Székely

Director
Center for Education and Social Studies, Mexico

Nafis Sadik

Special Advisor to United Nations Secretary General
Special Envoy for HIV and AIDS, Asia and the Pacific

Oumoul Khayri Ba Tall

Honorary member
Réseau Francophone de l'Evaluation (Francophone
Evaluation Network)

Ian Goldman

Deputy Director General
Head of Evaluation and Research
Department of Performance, Monitoring and
Evaluation
The Presidency, Republic of South Africa

Uma Lele

Independent Scholar, India

¹Board members as of December 2014.

²Jodi Nelson replaced David Roodman, Senior Economic Advisor, Bill & Melinda Gates Foundation, in February 2014.

Appendix C

3ie members and associate members

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

3ie has focused its efforts on increasing developing country membership over the past year. To support this effort, 3ie has built an attractive set of member benefits, which include free and discounted professional services and, for L&MIC members, bursaries for staff to attend relevant international events and exclusive access to policy window grants.

As of the end of 2014, 3ie had 32 members:

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

One of 3ie's key membership objectives was to increase the number of developing country members and 3ie made significant progress in 2014. Of the new members joining in the past year, 57 per cent were from developing countries, bringing their overall membership representation to 50 per cent.

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.

In 2014, 3ie had 116 associate members.

Africa

- Abdul Latif Jameel Poverty Action Lab- Africa
- Centre for Health, Science & Social Research
- Direction Générale de l'Évaluation des Programmes de Développement
- ESIPPS International Ltd
- Global Agenda for Total Emancipation
- Institute for Monitoring and Evaluation
- Institute of Policy Analysis and Research- Rwanda
- National Programme for Food Security, Nigeria
- Policy Research Ltd
- Population Council, West Asia and North Africa Regional Office
- Project OKURASE
- Soul Foundation
- Women Youth and Children Upliftment Foundation

Asia

- Abdul Latif Jameel Poverty Action Lab- South Asia
- Ambuja Cement Foundation
- Catalyst Management Services
- CENPAP Research and Consultancy Pvt Ltd
- Center for Economic Research, Pakistan
- Centre for Integrated Rural Development for Asia and the Pacific

- Centre for Poverty Analysis
- Centre for Research & Development
- Centre for Research, Innovation and Training
- Centre for Studies in Social Sciences Calcutta
- China Health Economics Institute
- Department of Agrarian Reform-Bureau of Agrarian Reform Beneficiaries Development
- Domrei Research and Consulting
- IDinsight
- Indian School of Business
- India Development Foundation
- Institute for Financial Management and Research
- Institute for Poverty Alleviation and International Development
- Institute for Training & Social Research
- Institute of Health Management Research
- Institute of Public Health, Bangalore
- International Centre for Diarrhoeal Disease Research, Bangladesh
- Intercooperation Social Development India
- Mother and Infant Research Activities
- National Council of Applied Economic Research
- NEERMAN
- Nepal School of Social Work
- Samhita Social Venture
- Social Network India
- SSA-TC Fund-Technical Services Agency, India

Latin America

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

OECD

- Action Research for Co-Development
- Abdul Latif Jameel Poverty Action Lab- Europe
- Abdul Latif Jameel Poverty Action Lab- North America
- Amsterdam Institute for International Development
- Capra International
- Carolina Population Center
- Center for International Development
- Centre for Development Studies, University of Groningen
- Center for New Institutional Social Sciences
- Center of Evaluation for Global Action
- Centre for the Study of African Economies
- CODESPA Foundation
- Committee on Sustainability Assessment
- Columbia Center for the Study of Development Strategies

- Development Assistance Research Associates
- Development Economics Research Group, University of Copenhagen
- Evidence for Development
- Family Services Research Center, Medical University of South Carolina
- Fondation Ensemble
- Foundation Escalera
- Global Health Group, University of California,
- Global Institute for Development Evidence (Previously Advisory Research Group International)
- HealthBridge Foundation
- Immpact, University of Aberdeen
- Initiative for Global Development, University of Notre Dame
- Innovations for Poverty Action
- Institute for Fiscal Studies
- Institute for Housing and Urban Development Studies
- Institute for the Study of Labor
- Institute of Development Studies
- Institute of Social Studies
- International Centre of Water for Food Security, Charles Sturt University
- International Development Department, University of Birmingham
- International Food Policy Research Institute
- International HIV/AIDS Alliance
- International Literacy Institute, UNESCO
- Jhpiego, John Hopkins University
- Johns Hopkins Bloomberg School of Public Health
- Kyiv Economics Institute
- London School of Hygiene & Tropical Medicine

- Mercy Corps
- National Opinion Research Center, University of Chicago
- Oxford Evidence and Interventions Ltd
- Oxford Policy Management
- PATH
- Policy Studies Institute
- Public Policy Centre (CENPO), Romania
- RAND Corporation
- Research and Evaluation Bureau, Kent State University
- Rheinisch-Westfälisches Institut für Wirtschaftsforschung
- Rockwool Foundation
- Rural Education Action Program, Stanford University
- Schneider Institutes for Health Policy
- School of International Development, University of East Anglia
- Sydney School of Public Health
- Tamas Consultants Inc.
- The Earth Institute, Columbia University
- The Social Research Unit at Dartington
- The Youth Employment Network, International Labour Organization
- University of Alabama at Birmingham
- University of California, Berkeley
- University of New South Wales
- Valid International

Partners

We work closely with evaluation societies and advocacy groups that share our commitment to promoting evidence-based policymaking to enhance development effectiveness.

Our global network of partners has enabled us to explore alternative ideas and new perspectives on development issues. It has also helped us deliver credible evidence to influential audiences and bring about policy change. These partners include:

- Administrative Staff College of India
- Impact Evaluation Network
- Innovations for Poverty Action
- Institute of Applied Manpower Research
- Institute of Development Studies
- InterAction
- London International Development Centre
- Poverty Reduction, Equity and Growth Network
- Poverty and Economic Policy Research Network
- Symbiosis School of Economics
- The Campbell Collaboration
- The Youth Employment Network

Appendix D

3ie publications

Impact evaluations

An impact evaluation of information disclosure on elected representatives' performance: evidence from rural and urban India, 3ie Impact Evaluation Report 11.

Banerjee, A, Dufo, E, Imbert, C, Pande, R, Walton, M and Mahapatra, B (2014)

Targeting the poor: evidence from a field experiment in Indonesia, 3ie Impact Evaluation Report 12.

Atlas, V, Banerjee, A, Hanna, R, Olken, B, Wai-poi, M and Purnamasari, R (2014)

Scaling up male circumcision service provision: results from a randomised evaluation in Malawi, 3ie Impact Evaluation Report 13.

Thornton, R, Chinkhumba, J, Godlonton, S and Pierotti, R (2014)

Providing collateral and improving product market access for smallholder farmers: a randomised evaluation of inventory credit in Sierra Leone, 3ie Impact Evaluation Report 14.

Casaburi, L, Glennerster, R, Suri, T and Kamara, S (2014)

A youth wage subsidy experiment for South Africa, 3ie Impact Evaluation Report 15.

Levinsohn, J, Rankin, N, Roberts, G and Schöer, V (2014)

The impact of mother literacy and participation programmes on child learning: evidence from a randomised evaluation in India, 3ie Impact Evaluation Report 16.

Banerji, R, Berry, J and Shortland, M (2014)

Assessing long-term impacts of conditional cash transfers on children and young adults in rural Nicaragua, 3ie Impact Evaluation Report 17.

Barham, T, Macours, K, Maluccio, JA, Regalia, F, Aguilera, V and Moncada, ME (2014)

A randomised evaluation of the effects of an agricultural insurance programme on rural households' behaviour: evidence from China, 3ie Impact Evaluation Report 19.

Cai, J, de Janvry, A and Sadoulet, E (2014)

Assessing the impact of farmer field schools on fertilizer use in China, 3ie Grantee Final Report.

New Delhi: International Initiative for Impact Evaluation (3ie).
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The SASA! Study: a cluster randomized trial to assess the impact of a violence and HIV prevention program in Kampala, 3ie Grantee Final Report.

New Delhi: International Initiative for Impact Evaluation (3ie).
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Enhancing food production and food security through improved inputs: an evaluation of Tanzania's National Agricultural Input Voucher Scheme (NAIVS) with a focus on gender impacts, 3ie grantee final report.

New Delhi: International Initiative for Impact Evaluation (3ie).
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Impact of malaria control and enhanced literacy instruction on educational outcomes among school children in Kenya: a multi-sectoral, prospective, randomised evaluation, 3ie grantee final report.

New Delhi: International Initiative for Impact Evaluation (3ie).
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Environmental and socioeconomic impacts of Mexico's payments for ecosystem services programme, 3ie grantee final report.

New Delhi: International Initiative for Impact Evaluation (3ie).
Alix-Garcia, J, Aronson, G, Radeloff, V, Ramirez-Reyes, C, Shapiro, E, Sims, K and Yañez-Pagans, P (2014)

A Wide Angle View of Learning: evaluation of the CCE and LEP Programmes in Haryana, India, 3ie Grantee Final Report.

New Delhi:

International Initiative for Impact Evaluation (3ie). Duflo, E, Berry, J, Mukerji, S and Shotland, M (2014)

Validation of hearing screening procedures in Ecuadorian schools, 3ie Grantee Final Report. New Delhi: International Initiative for Impact Evaluation (3ie). Muñoz, K, White, K, Callow-Heusser, C, and Ortiz, E (2014)

Seeing is Believing? Evidence from an Extension Network Experiment in Mozambique, 3ie Grantee Final Report. New Delhi: International Initiative for Impact Evaluation (3ie). Kondylis, F, Mueller, V and Zhu, S (2014)

Linking savings accounts to mobile phones: are potential users interested?, 3ie grantee final report. New Delhi: International Initiative for Impact Evaluation (3ie). De Mel, S, Herath, D, McIntosh, C and Woodruff, C (2014)

Challenges in banking the rural poor: evidence from Kenya's Western Province, 3ie grantee final report. New Delhi: International Initiative for Impact Evaluation (3ie). Dupas, P, Keats, A and Robinson, J (2014)

The diffusion of health knowledge through social networks: an impact evaluation of health knowledge asymmetries on child health in Burkina Faso, 3ie grantee final report. New Delhi: International Initiative for Impact Evaluation (3ie). Dillon, A, Olney, D, Ruel, M, Nielsen, J, Ouedraogo, M, Rouamba, H, Vebamba, O, and Yago-Wienne, F (2014)

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Livelihood empowerment against poverty program impact evaluation, 3ie grantee final report. New Delhi: International Initiative for Impact Evaluation (3ie). Handa, S, Park, M, Darko, RO, Akoto-Osei, I, Davis, B and Daidone, S (2014)

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The impact of export processing zones on employment, wages and labour conditions in developing countries, 3ie Systematic Review 10. Cirera, X and Lakshman, R (2014)

Farmer field schools: from agricultural extension to adult education, 3ie Systematic Review Summary 1. Waddington, H and White, H (2014)

Interventions for promoting reintegration and reducing harmful behaviour and lifestyles in street-connected children and young people, 3ie Grantee Final Review. London: International Initiative for Impact Evaluation (3ie). Coren, E, Hossain, R, Pardo, JP, Veras, MSS, Chakraborty, K, Harris, H and Martin, A (2014)

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Impact evaluation of development programmes: Experiences from Viet Nam, 3ie Working Paper 21. Cuong, NV (2014)

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TV, female empowerment and demographic change in rural India, 3ie Replication Paper 2. Iversen, V and Palmer-Jones, R (2014)

Reanalysis of health and educational impacts of a school-based deworming program in western Kenya Part 1: a pure replication, 3ie Replication Paper 3, part 1. Aiken, AM, Davey, C, Hargreaves, JR and Hayes, RJ (2014)

Scoping papers

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Debowicz, D, Golan, J (2014). **The impact of Oportunidades on human capital and income distribution in Mexico: A top-down/bottom-up approach,** *Journal of Policy Modeling*, Volume 36, Issue 1, January-February 2014, pp 24-42, ISSN 0161-8938.

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Duvendack, M, Palmer-Jones, R and Vaessen, J (2014). **Meta-analysis of the impact of microcredit on women's control over household decisions: methodological issues and substantive**

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Publications by 3ie staff in 2014

Djimeu, E (2014). **The impact of social action funds on child health in a conflict affected country: Evidence from Angola.** *Social Science & Medicine*, 106(0), 35-42.

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O'Neill, J, Tabish, H, Welch, V, Petticrew, M, Pottie, K, Clarke, M, Evans, T, Pardo Pardo, J, Waters, E, White, H and Tugwell, P (2014). **Applying an equity lens to interventions: using PROGRESS ensures consideration of socially stratifying factors to illuminate inequities in health.** *Journal of Clinical Epidemiology*. 67 (1), 56-64.

White, H (2014). **The signal and the noise: the art and science of prediction.** *Journal of Development Effectiveness* 6 (1), 69-71.

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Frölich, M, Landmann, A, Olapade, M and Poppe, R (2014). **Non-experimental methodologies for quantitative analysis** in A Practical Guide to Impact Assessments in Microinsurance, Radermacher, R, and Roth, K. Microinsurance network.

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Brown, A and de Hoop, T (2014). **Imagine No Peace Education: an Exploration in counterfactual analysis** in Wisler A. and Del Felice, C. (eds). Peace Education Evaluation: Learning from Experience and Exploring Prospects. Charlotte, North Carolina: Information Age Publishing.

Manning, R and White, H (2014). **Measuring results in development: the role of impact evaluation in agency-wide performance measurement systems.** *Journal of Development Effectiveness*, Vol. 6, Issue 4, December 2014.

Appendix E

3ie seminars



New Delhi: 3ie Delhi seminar series

The 3ie Delhi seminar series focuses on examining evidence from impact evaluations of development interventions in a wide variety of sectors.

Do electoral politics matter in MGNREGS implementation? Evidence from village council elections in West Bengal

by Kunal Sen, University of Manchester, 16 December 2014

Is laser land leveling a viable technology option for farmers? Evidence from Uttar Pradesh, India

by Travis Lybbert, University of California, Davis and David J Spielman, International Food Policy, 10 December 2014

Do mobile SMS reminders affect medical treatment? Evidence from an impact evaluation on malaria medication in Ghana

by Heather Lanthorn, 3ie, 14 November 2014

How does global warming affect agricultural productivity? Evidence from wheat-growing districts in India

by Ridhima Gupta, Indian Statistical Institute, 27 August 2014

Do self-help groups promote social cohesion? Behavioural evidence from rural India

by Anders Olofsgård, Stockholm Institute of Transition Economics, 8 August 2014

Explaining success, understanding failure in the implementation of MGNREGA

by Kunal Sen, University of Manchester, 21 July 2014

How do we measure results?

by Howard White, 3ie, 10 July 2014

Household responses to food subsidies: evidence from India

by Tara Kaul, 3ie, 4 July 2014

What can an experiment in Maharashtra tell policymakers about the effect of sanitation on child height?

by Dean Spears, Centre for Development Economics, Delhi School of Economics, 13 June 2014

Can MGNREGS buffer negative shocks in early childhood? Evidence from Andhra Pradesh

by Aparajita Dasgupta, Population Council, 23 May 2014

Measuring poverty in Mexico

by Gonzalo Hernández Licona, National Council for the Evaluation of Social Development Policy (CONEVAL), Mexico, 27 February 2014



Social audits and MGNREGA delivery: lessons from Andhra Pradesh

by Farzana Afridi, Indian Statistical Institute, 21 February 2014

Truth telling by third-party audits and the response of polluting firms: experimental evidence from Gujarat, India

by Rohini Pande, Evidence for Policy Design, Harvard University; J-PAL Affiliate and Hardik Shah, Gujarat Pollution Control Board, 16 January 2014

London: 3ie-London International Development Centre seminar series

The 3ie-LIDC seminar series 'What Works in International Development' has been running on a monthly basis since early 2011. These seminars attract a large and diverse audience of academics, donors, policymakers and development practitioners, including participants from DFID and international NGOs such as Save the Children, Oxfam, the Fair Trade Foundation and Sightsavers.

The seminar series features 3ie-funded research as well as presentations from other sources. The events present the results of impact evaluations and systematic reviews, as well as methodological contributions. It is an effective forum for researchers to get feedback on their work, for NGOs to share practical difficulties they experience with using evidence, and for policymakers to become better-informed.

Why targeting matters: a systematic review of farmer field schools targeting by Daniel Phillips, 3ie London, 4 December 2014

Fieldwork is easy with eyes closed, misunderstanding all you see: the importance of going deep on context by Howard White, 3ie, 14 October 2014

Can we save our forests through payments and decentralisation?: assessing the evidence by Cyrus Samii, New York University, 12 June 2014

Does beneficiary farmer feedback improve project performance? An impact study of a participatory monitoring intervention in Mindanao, Philippines by Edoardo Masset, Institute of Development Studies, University of Sussex, 27 May 2014

Doing and using impact evaluations: example from a large scale experiment in Ghana by Annie Duflo, Innovations for Poverty Action, 7 April 2014

Non-monetary incentives for doctors in Tanzania by Michelle Brock, European Bank for Reconstruction and Development, 19 March 2014

Male circumcision for HIV prevention: from evidence to action by Helen Weiss, London School of Health & Tropical Medicine, 12 February 2014

Making sense of differences in working conditions: an investigation into the impact of Fairtrade in Ethiopia and Uganda by Chris Cramer, Carlos Oya and Deborah Johnston, School of Oriental and African Studies, 22 January 2014

Truth telling by third-party audits and the response of polluting firms: experimental evidence from Gujarat, India by Rohini Pande, Evidence for Policy Design, Harvard University; J-PAL Affiliate, 24 January 2014



Washington: 3ie-IFPRI seminar series

The 3ie-IFPRI seminar series is designed to highlight innovative papers on impact evaluation and facilitate discussion of new impact evaluation research. The seminars are held each month at IFPRI's Washington DC headquarters.

Reducing early childhood diarrhea through improved learning by Agha Ali Akram, Evidence Action, 11 December 2014

Encouraging stewardship of a common good: experimental evidence from Kenya by Clair Null, Mathematica, 13 November 2014

The role of price information in agricultural markets: evidence from rural Peru by Eduardo Nakasone, Michigan State University, 23 October 2014

Skill transferability, migration and development: evidence from population resettlement in Indonesia by Samuel Bazzi, Boston University, 30 September 2014

The economic effects of transportation infrastructure in sub-Saharan Africa by Remi

Jedwab, George Washington University, 11 September 2014

Health information, treatment and worker productivity: experimental evidence from Malaria testing and treatment among Nigerian sugarcane cutters by Jed Friedman, World Bank, 12 June 2014

Do peer effects influence household decision making? Evidence from child food intake in India by Eeshani Kandpal, World Bank, 22 May 2014

Rekindling learning? The impact of e-readers on cognitive outcomes in Lagos, Nigeria by James Habyarimana, Georgetown University, 10 April 2014

More schooling and more learning? Effects of a three-year conditional cash transfer program in Nicaragua after 10 years by John Maluccio, Middlebury College, 27 February 2014

Zambia's child grant program by David Seidenfeld, American Institutes for Research, 30 January 2014

Appendix F

3ie financial report

Financial report

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

As on 31 December 2014, 3ie's assets stood at US\$91.26 million, comprising US\$49.72 million in cash balances, US\$41.23 million as grants receivable, i.e. undisbursed balances in signed grant agreements, and US\$0.31 million in other receivables, fixed assets and deposits. 3ie has liability towards grants and expense payable of US\$1.72 million. The undisbursed grants commitment of 3ie on signed grant agreements

signed by 3ie with sub grantees is US\$34.03 million as of 31 December 2014.

The income for the year 2014 is US\$26.10 million, comprising multi-year grants from various donors, service income and interest income. The expenses for the year 2014 are US\$21.12 million of which grant disbursements account for 61.2 per cent. The other major categories of expenses were salaries at 14.1 per cent, GDN management fees at 5.1 per cent, professional fees at 5.6 per cent and travel at 5.3 per cent.

Notes

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

Income for 2013 and 2014

Grants, conference income, service income and others

Particulars	US\$ millions		
	2013	2014	Total
Bill & Melinda Gates Foundation	14.90	14.04	28.94
Department for International Development, UK	12.38	3.29	15.67
The William and Flora Hewlett Foundation	–	4.75	4.75
Department of Foreign Affairs and Trade	3.52	(0.14)	3.38
Canadian International Development Agency	(0.01)	(0.01)	(0.02)
Danish International Development Agency	0.41	–	0.41
United States Agency for International Development	0.32	0.11	0.42
Norwegian Agency for Development Cooperation	0.10	0.10	0.20
MasterCard Foundation	–	0.10	0.10
Millennium Challenge Corporation	–	0.10	0.10
United Nations Office for Project Services-Water Supply and Sanitation Collaborative Council	–	1.54	1.54
Care UK	–	1.04	1.04
International Fund for Agricultural Development	–	0.51	0.51
Others	0.23	0.81	1.04
Discount on grants receivable	(0.14)	(0.13)	(0.27)
Total	31.71	26.10	57.81

Expenditure for 2013 and 2014

	2013		2014	
	US\$	%	US\$	%
Grants	13,295,930	68.6	12,932,779	61.2
Open Window	5,358,732	27.7	4,082,141	19.3
Synthetic reviews	507,617	2.6	485,975	2.3
Policy Windows	1,044,333	5.4	2,145,683	10.2
Social Protection Thematic Window	602,649	3.1	751,774	3.6
HIV and AIDS Combination Prevention	5,104,986	26.3	2,926,801	13.9
HIV Self Testing and Voluntary Medical Male Circumcision Thematic Windows	670,413	3.5	1,004,258	4.8
Other thematic windows	–	0.0	1,513,776	7.2
Other grants	7,200	0.0	22,371	0.1
Advocacy	623,866	3.2	826,988	3.9
Policy influence and monitoring	462,667	2.4	494,363	2.3
Workshops and conferences	138,520	0.7	298,318	1.4
Printing and publications	22,679	0.1	30,695	0.1
IT support for website	–	0.0	3,612	0.0
Professional fees	1,682,353	8.7	2,824,197	13.4
Auditing and accounting	53,711	0.3	55,503	0.3
Consulting fees	575,835	3.0	1,190,196	5.6
Registry	–	0.0	410,145	1.9
Legal	42,288	0.2	42,084	0.2
GDN services	994,996	5.1	1,087,370	5.1
Training and development	15,523	0.1	38,899	0.2
Operational expenses	3,773,046	19.5	4,534,925	21.5
Salaries and benefits	2,711,470	14.0	2,977,026	14.1
Board honorarium	42,000	0.2	44,000	0.2
Travel	664,000	3.4	1,119,191	5.3
Amortisation	22,641	0.1	4,500	0.0
Office expenses	332,935	1.7	390,208	1.8
Total	19,375,195	100.0	21,118,889	100.0

Expenditure by activities (2014)

Grants	61.2%
Advocacy	3.9%
Operational expenses	21.5%
Professional fees	13.4%
Total	100.0%



Financial position

	2013	2014
Assets	US\$	US\$
Held in Citibank checking, savings and investment accounts	47,899,892	49,723,145
Grants receivable	40,997,600	42,426,787
Discount on grants receivable	(1,064,446)	(1,194,389)
Other receivables	198,191	131,099
Software and equipment and others	19,456	173,161
Total	88,050,693	91,259,803

	2013	2014
Liabilities and net assets	US\$	US\$
Accrued expenses	3,485,685	1,717,256
Unrestricted net assets	30,466,845	29,038,358
Temporarily restricted net assets	54,098,163	60,504,189
Total	88,050,693	91,259,803

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