



**USAID**  
FROM THE AMERICAN PEOPLE

# E3 ANALYTICS & EVALUATION PROJECT ANNUAL REPORT 2015



**OCTOBER 30, 2015**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International, Inc., a Tetra Tech company, Development & Training Services, Inc., and NORC at the University of Chicago for the E3 Analytics and Evaluation Project.

# E3 ANALYTICS & EVALUATION PROJECT ANNUAL REPORT 2015

Contracted under AID-OAA-M-13-00017  
E3 Analytics and Evaluation Project

## DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Front cover photo captions and credits from left to right:

*(Left) Credit: The Initiative for Conservation in the Andean Amazon (ICAA) website;*

*(Bottom Right) SERVIR Performance Evaluation team member Dragana Bojovic and a database officer from the Kenya National Drought Management Authority's discuss drought early warning systems. Credit: Isaac Morrison, MSI*

*(Top right) An entrepreneur in Uttar Pradesh, India receiving assistance from Humana People to People, a USAID partner, displays her solar lantern charging station. The E3 Analytics and Evaluation Project visited her station as part of the Decentralized Energy Portfolio Review conducted for the Office of Energy and Infrastructure. Credit: Narmada Purohit, MSI*



# CONTENTS

<b>Acronyms and Other Abbreviations</b>	<b>4</b>
<b>Preface</b>	<b>6</b>
<b>Executive Summary</b>	<b>7</b>
<b>Introduction</b>	<b>10</b>
Overview of this Report	10
Building Evidence to Influence Agency Programming Worldwide	10
Understanding and Addressing Key Development Challenges	13
Looking at Local Systems to Examine Sustainability	15
<b>Core Accomplishments in FY15</b>	<b>16</b>
Project Targets and Accomplishments to Date	16
Advancing Rigorous Impact Evaluations	17
Performance Evaluations of Large and Complex Programs	20
Tailored Analytical Assistance to Inform Future Programming	23
Ongoing Analytical Services	24
Discrete Technical Research	27
<b>Anticipated Activities in FY 2016</b>	<b>30</b>
<b>Learning and Challenges from Year Two</b>	<b>31</b>
<b>E3 Partner Overview</b>	
Management Systems International	32
Development & Training Services	32
NORC at the University of Chicago	33
<b>Overview of Activities</b>	<b>34</b>

# ACRONYMS AND OTHER ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
BFS	Bureau for Food Security, USAID
CRW-CAR	Climate Resilient Wheat in Central Asia Region
dTS	Development and Training Services, Inc.
E3	Bureau for Economic Growth, Education and Environment, USAID
EC-LEDS	Enhancing Capacity for Low Emissions Development Strategies
FAB	Forestry and Biodiversity Office, USAID/E3
GCC	Office of Global Climate Change, USAID/E3
GDL	Global Development Lab, USAID
GEWE	Gender Equality and Women's Empowerment Office, USAID/E3
GS	Grameen Shakti
HICD	Human and Institutional Capacity Development
ICAA	Initiative for Conservation in the Andean Amazon
ICT4E	Information and Communication Technology for Education
IE	Impact Evaluation
IUWASH	Indonesia Urban Water, Sanitation and Hygiene
LER	Office of Learning, Evaluation and Research, USAID/PPL
LTRM	Land Tenure and Resource Management Office, USAID/E3
M&E	Monitoring and Evaluation
MCCS	Municipal Climate Change Strategies
MOU	Memorandum of Understanding
MSI	Management Systems International, Inc.
NASA	National Aeronautics and Space Administration
NOURSIH	Integrated Nutrition, Hygiene, and Sanitation project in Cambodia
PCM	Office of Private Capital and Microenterprise
PPL	Bureau of Policy, Planning and Learning, USAID
SERVIR	<i>Sistema Regional de Visualización y Monitoreo</i> (Regional Visualization and Monitoring System)
SOW	Statement of Work
WA-BiCC	West Africa Biodiversity and Climate Change
WASH	Water, Sanitation, and Hygiene
WLSME	Women's Leadership in Small and Medium Enterprise
USAID	United States Agency for International Development



A selection of goods sits in stalls at the inauguration of a USAID-funded market. In the background, rich frescoes painted by local artists flank the market's walkways. *Credit: Ben Edwards/USAID*



Strawberries under drip irrigation in Honduras, visited as part of the USAID Bureau for Food Security (BFS) scaling up mentoring support activity. *Credit: Marco Tulio Galvez, USAID/Honduras*

# PREFACE

As the development community embarks on a transition from the Millennium Development Goals to a new and even more ambitious set of 17 Global Goals to achieve over the next 15 years, USAID's Bureau for Economic Growth, Education, and Environment (E3) can take pride in its contributions to key achievements over the past two decades.

- The proportion of people living in extreme poverty dropped from 36 percent in 1990 to around 15 percent in 2011, with an estimate of about 12 percent worldwide in 2015.
- Net primary school completion rose from 79 percent in 1990 to 91 percent in 2013.
- The proportion of people worldwide without access to an improved water source declined from 24 percent in 1990 to 9 percent in 2015, despite a world population increase from 5.3 billion to 7.3 billion in the same period.

USAID is taking a leading role in supporting the Global Goals initiative to end poverty. The Agency's efforts also

include literacy achievements in the lower grades, the delivery of affordable energy to households, and model community-based leadership to ensure climate change resilience in the most threatened environments. Offices in the E3 Bureau play a central role in these efforts.

The E3 Analytics and Evaluation Project team is proud to support the E3 Bureau in strengthening its evidence base and supporting its learning agendas through rigorous evaluations and analytic assistance. This Annual Report highlights the range of services that the Project team provides to offices working in E3 technical sectors, complementing and informing efforts across their portfolios.

The Project team is also undertaking critical efforts to learn from completed evaluations and identify effective capacity development practices to ensure that country partners have the necessary skills and knowledge to transform initial, USAID-supported efforts into lasting development success. The Project team is particularly pleased to assist in Bureau-wide efforts to enhance the effectiveness of the Agency's global development assistance.



USAID Acting Administrator Alfonso Lenhardt addresses development professionals at USAID's signature gathering in New York at the end of the UN Sustainable Development Summit on September 27, 2015. *Credit: Sam Hargadine, MSI.*

# EXECUTIVE SUMMARY

This Annual Report provides highlights from the second year of the E3 Analytics and Evaluation Project, a five-year contract with USAID's Bureau for Economic Growth, Education, and Environment (E3) that supports rigorous evaluations and other analytic technical assistance. At the end of the second year, the Project team has initiated 43 discrete activities, currently in various phases of design, implementation, or completion. This is an increase of 20 activities over the end of the Project's first year.

The Project's assistance covers some of the E3 Bureau's most ambitious research efforts to understand what its activities have achieved, what factors have affected these results, and how past experiences can inform its work going forward.

Among the activities that the Project completed or significantly advanced over the past year are:

- A synthesis of evaluations in E3 technical sectors from 2013-14, analyzing both technical findings and the overall quality of the reports to identify key trends within and across E3 offices
- The design of an impact evaluation to examine the Integrated Nutrition, Hygiene, and Sanitation project in Cambodia. This will be the first large-scale effectiveness study to assess the effect of an integrated Water, Sanitation, and Hygiene (WASH) and nutrition intervention on stunting under real-world conditions.
- A mid-term evaluation of phase two of the Initiative for Conservation in the Andean Amazon, USAID's

flagship regional initiative to reduce deforestation, promote better natural resource governance, and increase the quality and sustainability of people's livelihoods in the region.

- Data collection across three continents for a three-year evaluation of SERVIR, USAID's joint venture with NASA providing satellite-based Earth observation data and science applications to assist developing nations reduce disaster risk and improve environmental decision-making.
- Support for the Education Office in finalizing a methodology for measuring progress towards the Agency's key Education Strategy goal of 100 million improved readers worldwide.



Garment production owner and her sewing staff in Bishkek, Kyrgyzstan, observed in September 2014 for an impact evaluation of the Women's Leadership in Small and Medium Enterprises project in. *Credit: Irene Velez, MSI.*

- Initial data analysis for an ambitious study examining USAID’s experiences in addressing extreme poverty, intended to help Agency staff understand and develop guidance on how best to contribute to global efforts to eliminate extreme poverty by 2030.
- Support for the E3 Office of Water, E3 Office of Energy and Infrastructure, and Bureau for Policy, Planning and Learning in using systems thinking approaches to examine factors affecting sustainability.
- Multiple data collection efforts for an assessment of the E3 Bureau’s capacity development practices, to catalogue how E3 staff understand and approach capacity development, with the aim of identifying

“good practices” to model, test further, and promote on a Bureau-wide, and possibly Agency-wide, basis.

At the end of its second year, the Project has refined and solidified key systems and processes to engage with various USAID counterparts in a highly collaborative fashion and ensure that the highest standards of empirical research are guiding imperatives during the co-creation process. Experiences from the Project’s second year have validated this mechanism’s unusual emphasis on providing technical options and collaboratively tailoring evaluation and research assistance to help the Agency understand and improve some of its most innovative and expansive efforts to tackle key development challenges around the world.



Solar panels now deliver electricity to a community in Brazil. *Credit: Jessica Gajarsa, MSI.*



Laying down wool to create colorful Kyrgyz scarves to be sold in local and international markets, observed in September 2014 as part of the Women's Leadership in Small and Medium Enterprises project. Credit: Irene Velez, MSI.

# INTRODUCTION

## OVERVIEW OF THIS REPORT

In September 2013, USAID launched the E3 Analytics and Evaluation Project to provide rigorous evaluation and project design support to the Bureau for Economic Growth, Education, and Environment (E3)<sup>1</sup>. The E3 Bureau supports high-quality project design, implementation, and evaluations for the Agency's work in E3 technical sectors. By establishing the E3 Analytics and Evaluation Project, the Bureau sought to broaden its evidence base to improve the effectiveness of Agency programming and support the scaling up of successful and cost-effective interventions.

This report summarizes the Project's main activities, accomplishments, and lessons learned over the past 12 months, from October 2014 to September 2015. Readers also may want to review the Project's first annual report<sup>2</sup>, which gives an overview of the Project's first-year results and describes the iterative and collaborative design process.

## BUILDING EVIDENCE TO TACKLE DEVELOPMENT CHALLENGES

At the end of the Project's second year, nearly all of the 12 E3 technical offices have drawn on the Project for evaluation and analytical support services. The Project team initiated or completed 40 individual activities that span nearly every E3 technical sector. Moreover, the Project has supported activities for two country Missions, the Bureau for Food Security, the Bureau for Policy, Planning and Learning, and the Global Development Lab. The Project also is conducting two studies that span the E3 Bureau's portfolio, including a meta-analysis of Bureau evaluation reports published in 2013-14 and an assessment of E3 capacity development practices across all technical offices.

Figure 1 (see page 11) provides an overview of the support that the Project provided through the end of its second year, and Figure 2 (see page 12) shows Project activities around the world. For a list of all current Project activities, see Table 1 on page 34.

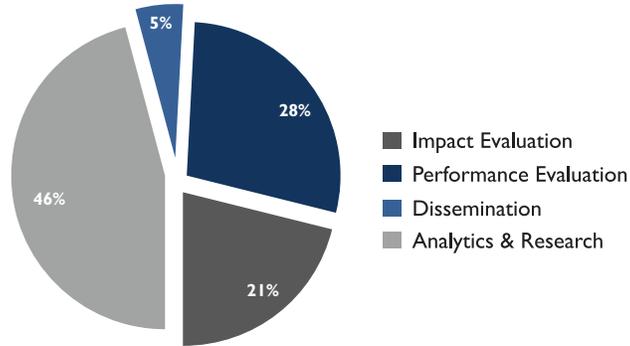
---

<sup>1</sup> Management Systems International (MSI) is the lead implementer of the E3 Analytics and Evaluation Project in partnership with Development & Training Services, Inc. (dTS) and NORC at the University of Chicago.

<sup>2</sup> Available at: [http://pdf.usaid.gov/pdf\\_docs/pa00kd6g.pdf](http://pdf.usaid.gov/pdf_docs/pa00kd6g.pdf)

## FIGURE 1: E3 ANALYTICS AND EVALUATION PROJECT OVERVIEW

Over its first two years, the most widely utilized type of work done under the Project is Analytics & Research, followed by Performance Evaluation and Impact Evaluation. The total number of activities is 39.



To date, the Project has supported 11 E3 technical offices as well as other USAID Bureaus and Missions.



ECONOMIC POLICY



TRADE & REGULATORY REFORM



GENDER EQUALITY & WOMEN'S EMPOWERMENT



LOCAL SUSTAINABILITY OFFICE



GLOBAL CLIMATE CHANGE



EDUCATION



LAND TENURE & RESOURCE MANAGEMENT



DEVELOPMENT CREDIT



PRIVATE CAPITAL & MICROENTERPRISE



WATER



ENERGY & INFRASTRUCTURE



FORESTRY & BIODIVERSITY

BUREAU FOR FOOD SECURITY



U.S. GLOBAL DEVELOPMENT LAB

BUREAU FOR POLICY, PLANNING & LEARNING



OVERSEAS MISSIONS

**FIGURE 2: PROJECT ACTIVITIES AROUND THE WORLD**



**E3 OFFICE OF LAND TENURE AND RESOURCE MANAGEMENT**  
 Activity 31: Land Tenure & Resource Management Impact Evaluation Reviews

**E3 OFFICE OF FORESTRY AND BIODIVERSITY**  
 Activity 5: West Africa Biodiversity and Climate Change Project Design  
 Activity 7: West Africa Biodiversity and Climate Change Impact Evaluation

**E3 OFFICE OF TRADE AND REGULATORY REFORM**  
 Activity 3: West Africa Trade Hubs Project Design  
 Activity 32: Single Windows in ASEAN Evaluation

**E3 OFFICE OF PRIVATE CAPITAL AND MICROENTERPRISE**  
 Activity 39: Private Capital Mobilization Learning Agenda

**E3 OFFICE OF GENDER EQUALITY AND WOMEN'S EMPOWERMENT**  
 Activity 18: Women's Leadership in Small and Medium Enterprises Impact Evaluation

**E3 OFFICE OF ENERGY AND INFRASTRUCTURE**  
 Activity 21: Decentralized Energy Portfolio Review  
 Activity 43: Grameen Shakti Study Adaptation

**E3 OFFICE OF WATER**  
 Activity 9: Urban Sanitation Scaling Support  
 Activity 12: Cambodia NOURISH Impact Evaluation  
 Activity 38: WASH Sustainable Systems Support

**E3 OFFICE OF EDUCATION**  
 Activity 14: Information, Communication, & Technology for Education Impact Evaluation Support  
 Activity 20: Methodology and Analytic Support for USAID Education Strategy  
 Activity 25: Scaling Up for Sustainability Training

**BUREAU FOR FOOD SECURITY**  
 Activity 23: Mission Mentoring Support for Scaling Up  
 Activity 28: Human and Institutional Capacity Development Program Area Review  
 Activity 33: Study of Successful Scaling Cases

**E3 OFFICE OF GLOBAL CLIMATE CHANGE**  
 Activity 2: SERVIR Performance Evaluation  
 Activity 26: Improving the Climate Resiliency of Kazakhstan Wheat Performance Evaluation  
 Activity 30: Ethiopia Peace Centers for Climate and Social Resilience Performance Evaluation  
 Activity 34: Indonesia Urban Water, Sanitation, & Hygiene Impact Evaluation  
 Activity 35: Macedonia Municipal Climate Change Strategies Impact Evaluation  
 Activity 37: Enhancing Capacity for Low Emissions Development Strategies Performance Evaluation

**BUREAU FOR POLICY, PLANNING, AND LEARNING**  
 Activity 15: Extreme Poverty Study  
 Activity 16: Sustained Outcomes Performance Evaluation

**USAID COUNTRY MISSIONS**  
 Activity 4: Initiative for Conservation in the Andean Amazon Performance Evaluation  
 Activity 8: Indonesia Assessment of Vulnerability Assessments

**E3 OFFICE OF PLANNING, LEARNING, AND COORDINATION**  
 Activity 13: E3 Capacity Development Assessment  
 Activity 24: Evaluation Methods Handbook  
 Activity 27: E3 Sectoral Synthesis of Evaluation Findings  
 Activity 36: Impact Evaluation Clinic  
 Activity 40: Utilization of E3 Evaluations  
 Activity 41: Gender Equality and Women's Empowerment in E3 Evaluations  
 Activity 42: Statements of Work in E3 Evaluation

## UNDERSTANDING AND ADDRESSING KEY DEVELOPMENT CHALLENGES

Over the past year, USAID staff collaborated with the E3 Analytics and Evaluation Project to better understand some of the most urgent development problems and develop evidence-based approaches to tackle those challenges.



As part of the Performance Evaluation of the Initiative for Conservation in the Andean Amazon, the Project team found that implementing partners were effective in influencing policy changes to support adoption of sustainable livelihoods practices on the whole, although findings were mixed across intervention types and region. *Credit: ICAA website*

Some Project activities focus on providing evidence to foster learning within specific E3 offices. To encourage Agency managers and stakeholders to share findings and use them to inform future approaches, the Project team works to incorporate those steps into the study design and implementation process. Because these activities examine programs with significant scope, they will likely influence Agency programming around the world.

For example, the Project is conducting performance evaluations of two significant global programs overseen

by the USAID/E3 Office of Global Climate Change (GCC). The evaluation of SERVIR, USAID's joint program with NASA, examines the program's effectiveness in providing satellite-based earth observation data and science applications to assist developing nations reduce disaster risk and improve environmental decision-making. (See sidebar on page 22.) On a similar scale, the Project began working with USAID/E3/GCC to design a mid-term evaluation of the Agency's key climate change mitigation program, Enhancing Capacity for Low Emission Development Strategies (EC-LEDS). The program currently works with 25 partner countries and brings together several U.S. government interagency partners. In addition, the Project supports USAID/E3's Education Office in developing and applying



The Women's Leadership in Small and Medium Enterprises Initiative in Kyrgyzstan supports potential high-growth female entrepreneurs who operate enterprises in the priority garment, tourism and agro-processing sectors. The E3 Analytics and Evaluation Project is conducting three rounds of data collection as part of the endline for this impact evaluation. *Credit: Irene Velez, MSI*

methodologies for measuring progress towards two of the Agency's core global Education Strategy goals: improved reading for 100 million children in primary

grades and increased equitable access to education in crisis and conflict environments for 15 million learners. (See sidebar on page 26.)

Over its first two years, the Project also focused on activities that either span an entire portfolio or deliberately look across the entire E3 Bureau to derive findings of relevance beyond just one sector. These studies examine core development questions such as what factors support the sustainability of outcomes, what the Agency's comparative advantage is in certain sectors given the evolving nature of the international development landscape, and how recent evaluations can influence future Bureau practices.

The E3 Sectoral Synthesis of 2013-14 Evaluation Findings examines both the technical findings and overall quality of evaluation reports in E3 sectors. (See sidebar on page 29.) After receiving the preliminary Sectoral Synthesis report, the Bureau asked the Project to carry out a follow-on study for 2015 evaluations. Another cross-cutting study examines E3 capacity development approaches, identifying practices to model, further test, and apply on a Bureau-wide, and possibly Agency-wide, basis. The Project team is also designing a study with the Bureau for Policy, Planning and Learning to examine the Agency's record in addressing extreme poverty over the last 25 years. The study intends to strengthen the evidence base and USAID's understanding of how it can best contribute to global efforts to reduce extreme poverty to zero by 2030 (See sidebar on page 23).



After an interview with the decentralized energy review team, a female entrepreneur and her husband in Uttar Pradesh present their solar-powered lantern charging station. The station charges up to 60 lanterns and can be rented daily or monthly at the cost for approximately 2 rupees per night. Credit: Sam Hargadine, MSI.

## LOOKING AT LOCAL SYSTEMS TO EXAMINE SUSTAINABILITY

Two important Project studies over the past year also have research ramifications for Agency programming worldwide. Both explicitly consider sustainability through the lens of a particular E3 sector, examining what factors drive the sustainability of outcomes. A portfolio review of USAID's decentralized energy programs and an evaluation of sustained outcomes in basic education both use ex-post evaluation techniques to examine the sustainability of outcomes after USAID investment has ceased. (The decentralized energy review is nearing completion. See sidebar on page 28.)

The Agency is exploring how local systems can affect development results, and both of the studies described above will provide evidence to inform how USAID understands and works with local systems when

implementing future activities. Renowned systems thinkers guided the design of the sustained outcomes evaluation, enabling the Project to deepen the Agency's understanding of the interaction between systems and sustainability.

Late this year, the USAID/E3 Office of Water initiated a new activity, building on systems approaches to provide technical assistance to Missions for sustainable Water, Sanitation, and Hygiene (WASH) programming. While still in the formative phase, this activity is expected to emphasize USAID's convening and intermediation power to work across relevant local systems in implementing WASH interventions. Missions will be able to work with the Project team and Water Office to tailor their own activities across the project design, implementation, and monitoring and evaluation stages of the USAID program cycle.



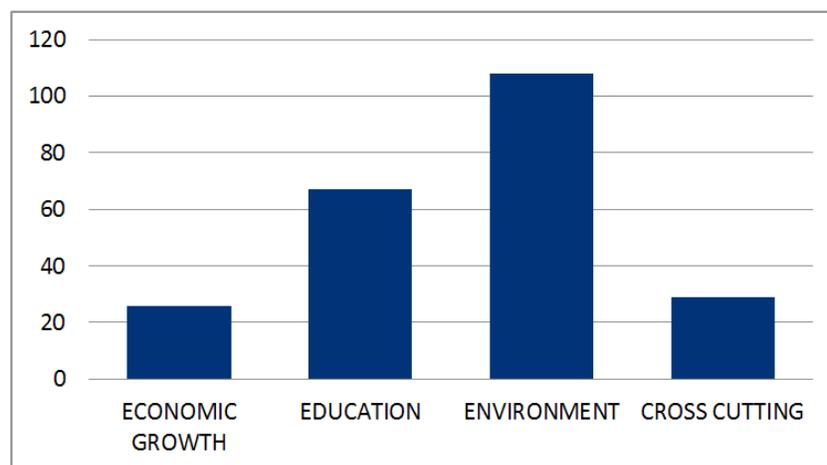
Students at the Arasankunte, Ramanagara Government High School in Bangalore, India discuss the contribution solar power brings to the classroom. Credit: Sam Hargadine, MSI

# CORE ACCOMPLISHMENTS IN FY 2015

At the end of the second year, the Project team has initiated 43 discrete activities. This is an increase of 20 activities over the end of the Project's first year. Of the 43 activities, 6 are already completed, 26 are in the design or implementation stages, and 11 are inactive.

Over this second year, the Project team delivered more than 200 products to its USAID counterparts. The products range from foundational design documents to final analytic reports and consultation notes that systematically document key decisions and agreed next steps with USAID on each activity. Figure 3 shows the number of products that the Project delivered in FY 2015 to each main technical area of the E3 Bureau.

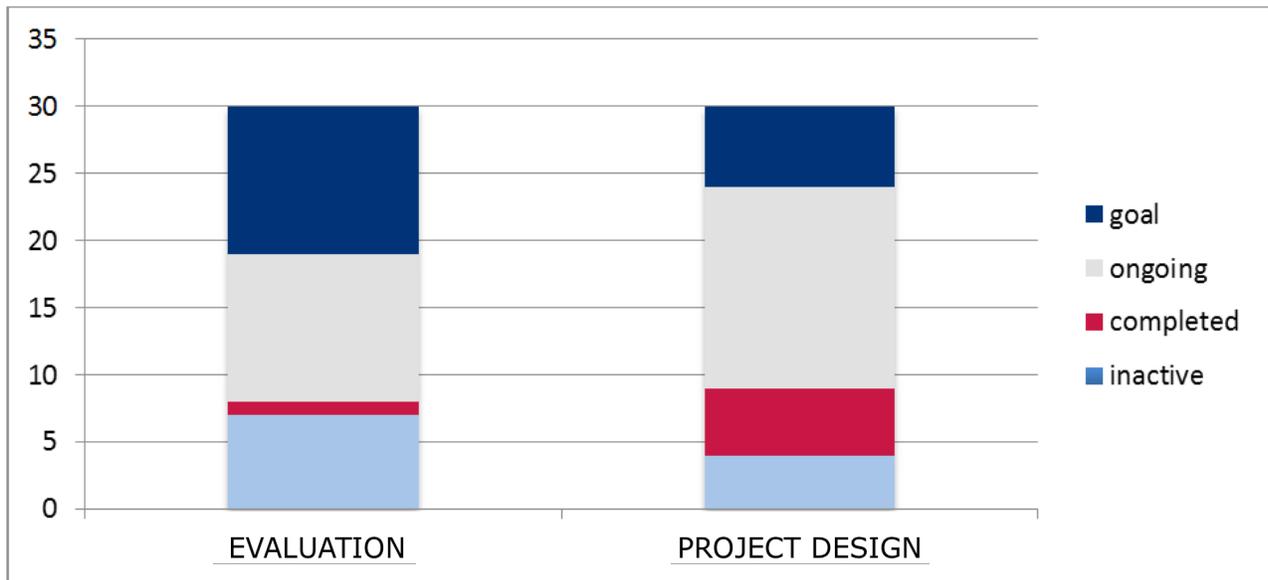
**FIGURE 3: PRODUCTS DELIVERED IN FY15 BY E3 SECTORS**



## PROJECT TARGETS AND ACCOMPLISHMENTS TO DATE

USAID's Statement of Work (SOW) for the E3 Analytics and Evaluation Project anticipated that the Project would conduct 30 evaluations (mostly impact evaluations) and 30 project design activities over five years. Figure 4 (see page 17) shows the Project activities undertaken during the first two years compared to these five-year targets. The "inactive" category includes activities that the Project team has discussed with USAID counterparts but not yet initiated, or has commenced and then put on hold. The "goal" category depicts the number of additional evaluations and project design activities that need to be initiated to reach the SOW targets.

**FIGURE 4: PROJECT ACTIVITIES AGAINST SOW TARGETS**



## ADVANCING RIGOROUS IMPACT EVALUATIONS

At the end of FY 2015, the Project team is managing five active impact evaluations:

Macedonia Municipal Climate Change Strategies pilot project (data collection phase);

- Two Women’s Leadership in Small and Medium Enterprises projects, in Kyrgyzstan and India (data collection phase);
- USAID/Cambodia’s Integrated Nutrition, Sanitation, and Hygiene project (final design stage); and
- USAID/West Africa Biodiversity and Climate Change project (examining options for designing one or more impact evaluations).

The Project’s impact evaluations rigorously test a range of development hypotheses, putting into practice the Agency’s commitment, as expressed in its 2011 Evaluation Policy, to use impact evaluations to understand whether innovative development interventions achieved their intended effects.

The hypotheses that the Project is currently testing include:

- Whether the impact of integrated WASH and nutrition programming on reducing stunting and other key outcomes is greater than the sum of the individual interventions;
- Whether leadership support and business training provided to women entrepreneurs improved small business outcomes in India and Kyrgyzstan; and
- Whether climate change community governance programming affected climate change awareness and perceptions of inter-communal decision making in Macedonia.

In addition to testing specific development interventions, the Project provides impact evaluation assistance for two E3 offices. For USAID/E3’s Office of Land Tenure and Resource Management (LTRM), the Project conducts third-party reviews of datasets and reports for six impact evaluations to ensure that the evaluation findings and conclusions are supported by the data and analysis. The Project team also developed a review checklist

to ensure a standardized approach to examining the comprehensiveness and reliability of the data under review.

For the Education Office, the Project assessed the current evidence base surrounding information and communications technology for education (ICT4E), examining how to improve the quality of research. The Project also is helping to establish a funding mechanism for impact evaluations of education technology interventions. (See sidebar on page 19.)



Operations inside participants' small businesses observed in September 2014 for an impact evaluation of the Women's Leadership in Small and Medium Enterprises project in Kyrgyzstan. Credit: Irene Velez, MSI.



Saving mangroves in West Africa in support of the USAID/West Africa Regional Mission. Credit: USAID/West Africa



The Arasankunte, Ramanagara Government High School outside of Bangalore, India received assistance from SELCO Foundation, which is associated with SELCO Solar Light Pvt Ltd, to obtain solar panels to power classroom technologies such as overhead projectors. SELCO received USAID funding in the late 1990s to start its solar home system business and is an often studied success case for commercial scaling of decentralized energy solutions. Credit: Sam Hargadine, MSI

## **STRENGTHENING THE EVIDENCE BASE FOR EDUCATION TECHNOLOGY**

---

With the well-known failure of the One Laptop per Child program to affect child learning outcomes, there is a belief among many donor organizations that the evidence base is clear surrounding the effectiveness of ICT4E activities. However, this belief is based upon the misconception that technology is, by itself, an intervention. In reality, ICT4E represents a collection of disparate interventions targeting different points in the education value chain, and many of these interventions have yet to undergo rigorous evaluation.

To expand the evidence base regarding ICT4E, the Project supports the USAID/E3 Education Office's efforts to create awareness of the need for robust evaluation, form an initiative to support increased funding for impact evaluations of education technology interventions, and identify partners to bring in funding.

The Project has achieved significant progress and produced a wide range of products under this activity, including a collection of ICT4E evaluation abstracts, surveys of stakeholders in the sector, and multiple well-received presentations at conferences, including UNESCO Mobile Learning Week, the Comparative and International Education Society Annual Conference, and the Mobiles for Education Alliance Annual Symposium. The team has also assisted in formalizing a relationship between USAID and the Strategic Impact Evaluation Fund within the World Bank.

For FY 2016, the Project's work will focus on the third arm of this initiative: generating funding. The Project team has already assisted USAID in its efforts to form an action plan for approaching potential donors. The initiative is targeting \$10 million in funds directed towards ICT4E initiatives over the next 3 years.

## **SUPPORT FOR GOAL I COUNT**

**“Thanks again for your great report and your presentation yesterday...the feedback I’ve had...has all been very complimentary...I can’t say enough how relieved [we] are to have the two of you working on these methodological issues for us and generating excellent, thoughtful, analytic work in support of yearly grade reading. Thank you!”**

**- USAID Activity Manager for E3/Education Office**

## PERFORMANCE EVALUATIONS OF LARGE AND COMPLEX PROGRAMS

The E3 Analytics and Evaluation Project team designs and implements performance evaluations, particularly to examine large-scale and complex programs that operate regionally or globally. Beyond simply examining whether a particular activity met its required deliverables, each performance evaluation seeks to strengthen the evidence base for E3 Bureau decision-making about future programming.

In FY 2015, the Project supported the implementation of six performance evaluations, four of which spanned multiple countries. The year ended with two further performance evaluations in the design stage and two others in preliminary consultations. (For details on three of these evaluations, see sidebars: Initiative for Conservation in the Andean Amazon (ICAA) on page 21, SERVIR on page 21, and extreme poverty on page 23.)



Drip irrigated lettuce in Honduras utilizing permanent raised beds, after harvest, visited as part of the USAID/BFS scaling up mentoring support activity. *Credit: Marco Tulio Galvez, USAID/Honduras.*

## **INCREASING IMPACT THROUGH COOPERATION IN THE ANDEAN AMAZON**

---

In 2015, the E3 Analytics and Evaluation Project completed a mid-term evaluation of phase two of the Initiative for Conservation in the Andean Amazon (ICAA), USAID's long-term regional initiative to reduce deforestation, promote better natural resource governance, and increase the quality and sustainability of people's livelihoods in the Amazon region. Seven implementing consortia deliver ICAA with support from several technical resource partners. After five weeks of intensive field research in some of the most remote parts of Peru and Ecuador, the Project team returned with concrete recommendations for USAID/Peru and its partners to improve the effectiveness and sustainability of ICAA.

The Project team found that ICAA was largely delivering on its promise of protecting biodiversity and promoting livelihoods but was missing significant opportunities to deepen and expand the program's reach, effectiveness, and sustainability. Separated both geographically and by the nature of their endeavors, the program partners and USAID were failing to capitalize on significant synergies across the spectrum of ICAA activities, such as orienting one partner's effort to increase economic incentives for conservation to include another partner's sustainable livelihood strategies. The reasons for this were obvious: the lack of a strong coordinating function coupled with a lack of face-to-face interaction had resulted in siloed interventions that sought to achieve similar objectives.

The Project team recommended that ICAA immediately identify and capitalize on opportunities for cooperation and coordination, and that future program phases anticipate and develop structures for coordinated action. With these changes, future iterations of the program could have significant impacts and more sustainable outcomes.

In addition to the performance evaluations of large multi-country programs, the Project is nearing completion on two smaller performance evaluations. Early in FY 2016, the Project team expects to complete an evaluation for USAID/E3/GCC of USAID/Kazakhstan's Climate Resiliency of Kazakhstan Wheat and Central Asian Food Security (CRW-CAR) project, which provided technical assistance to help wheat farmers and scientific and meteorological organizations in Kazakhstan to deal with changes in climate patterns, improve monthly forecasts, promote coordination among key institutions, train scientists in data management and analysis, and facilitate a more robust system of sharing climatic information. The Project team interviewed numerous farmers and stakeholders in the country's chief climate and meteorological institutions to examine the performance and effectiveness of the project. Also nearing completion is the Project's performance evaluation of the first site of the Mobile Application to Secure Tenure pilot project in Tanzania, which is testing the use of mobile technology to capture land rights information and secure necessary certificates for formalized land tenure. The second phase of this evaluation involves a cost effectiveness study that will compare the unit cost of the pilot to similar land tenure projects operating in Tanzania.

## **FAR-REACHING FIELD RESEARCH TO EXAMINE IMPACTS AND PERCEPTIONS OF THE SERVIR PROGRAM**

---

The performance evaluation of SERVIR, a joint USAID-NASA program, is one of the more complex activities that the E3 Analytics and Evaluation Project is currently executing. SERVIR's activities span hydrology, land use, biodiversity, climate change, and disaster response. Its geographic spread covers 29 countries on 3 continents, presenting the Project team with a host of challenges when it comes to identifying appropriate evaluation methods, developing a far-reaching evaluation plan, and conducting field research.

In FY 2015, the SERVIR evaluation team undertook ambitious qualitative and quantitative research that included region-specific online surveys, interviews, and field visits to key locations around the world. The online surveys targeted existing and likely SERVIR product users and hub clients in Central America, the Himalayas, and Southern and Eastern Africa. Data from these surveys will help SERVIR hubs and services to understand public perceptions and better serve the needs of their user communities and regions. The Project team's field data collection activities covered 8 countries, included more than 250 key informant interviews, and resulted in 9 case studies that examined use and impacts of SERVIR science applications within the hydrology, disaster management, and land management sectors.

Evaluation team members traveled to areas experiencing events and issues that SERVIR seeks to influence. They met with farmers facing drought in southern Nepal; fishermen losing business from oceanic algae blooms in El Salvador; flood-vulnerable communities in Western Kenya and northern Bangladesh; tourist-oriented businesses in Lake Atitlán, Guatemala; forest management workers in Zambia, Rwanda, and Guatemala; and landslide-damaged villages in northern Nepal.

Early next year, the Project team will produce a report synthesizing survey findings and case studies, offering conclusions, and making recommendations for SERVIR stakeholders and others working on cutting-edge issues related to technology dissemination and policy implementation. The Project team already has shared preliminary findings with individual hubs and presented them at the SERVIR Annual Global Exchange conference, a meeting of program leadership and technical experts from NASA, USAID, and all of the active hubs. The Project team also is preparing to undertake an ambitious series of dissemination activities in order to ensure that individuals and organizations that are likely to benefit receive the relevant evidence gathered under this evaluation.

## PROVIDING EVIDENCE FOR APPROACHES TO ERADICATE EXTREME POVERTY

---

Central to the 2030 development agenda is the objective of ending extreme poverty. In September 2015, USAID released its Vision for Ending Extreme Poverty, which emphasizes inclusive economic growth. To assist in operationalizing this Vision, the Office of Learning, Evaluation and Research in the Bureau for Policy, Planning and Learning (PPL/LER) commissioned a study through the E3 Analytics and Evaluation Project to examine the Agency's varied experiences in addressing extreme poverty, to cull best practices and determine how best to contribute to the 2030 goal. USAID is particularly interested in examining "turnaround" cases in which countries followed spells of decline or stagnation with periods of sustained and broad-based growth. This study will seek to enlarge the evidence base for identifying USAID's comparative advantage in addressing specific constraints to sustained, inclusive economic growth.

To date, the Project team has formalized six broad lines of inquiry for this study and presented operational options for the Agency to consider. The Project team is now working to establish a continuum of poverty reduction performance at the country level. This step is designed to identify which countries have performed relatively well in reducing poverty, and within that sample, which represent the "turnaround" cases of keen interest

## TAILORED ANALYTICAL ASSISTANCE TO INFORM FUTURE PROGRAMMING

The E3 Analytics and Evaluation Project provides E3 offices and other Bureaus with analytic studies and research support to help the Agency strengthen its project design and implementation. These activities vary significantly in size and scope. At the end of FY 2015, the Project team has undertaken 24 analytical support activities, with 5 completed, 10 currently active, 4 on hold, and 5 currently in the design phase.

The Project's tailored analytical and research assistance supports various offices and Missions in the Agency to make evidence-based programming decisions with greater likelihood of achieving sustainable development impacts. The E3 Bureau also has sought the Project's support to analyze how to scale successful interventions in its technical sectors.

The activities in this category fall into two broad types:

- Ongoing Analytical Services
- Discrete Technical Research

## EXTREME POVERTY STUDY

“Many thanks for the excellent briefing note. It represented a clear and comprehensive response to our request, and was right on target. The approach was sound, systematic and easy to understand. The results gave us a good initial picture of what the universe of “successful countries” might look like, as well as the subset that would be of most interest. Several of the team met to go over the report...and we were very satisfied with the approach and the results.”

- Senior Economist, USAID/IPPL

## ONGOING ANALYTICAL SERVICES

Some of the Project’s most extensive and technically innovative collaborations with E3 offices are structured as ongoing support efforts, with the Project team providing a steady stream of on-demand analytical products and technical assistance, building close working relationships with E3 offices over prolonged periods.

Two separate activities that the Project is supporting with the Education Office provide good examples of extended research and analytical assistance to support key Office objectives. For more than a year, the Project team has provided technical support to the Education team in its efforts to finalize a methodology for estimating the number of improved readers supported through USAID education programming, which is Goal I of the Agency’s global Education Strategy. (See sidebar on page 26.) The team produced a report describing methodological options, follow-up briefing notes expanding on those options, and ongoing outreach and dissemination to validate and share the proposed methodology with the wider education and measurement community. The Project also has assisted Education Office staff in promoting more rigorous evaluation of ICT4E interventions. (See sidebar on page 18)



The decentralized energy review team examines a series of solar panels designed to power up to 60 solar lanterns in western Uttar Pradesh. The team was investigating factors of sustainability, such as regular maintenance, washing, and pest control. *Credit: Sam Hargadine, MSI*

The Project team supported the Education Office in extensive outreach and canvassing of the wider ICT4E community to build consensus regarding how to improve the quality of the current research and establish a funding mechanism for impact evaluations in this field.

The scaling-up technical assistance that the Project provides to selected Missions on behalf of the Bureau of Food Security illustrates another model. The primary focus of this activity is to develop, refine, and successfully implement scaling strategies for agricultural innovations and technologies. The Project team first provides onsite analytic support and then ongoing remote technical support as needed.

To support sustainable WASH systems, the Project team will assist the Water Office in providing Missions with analysis, multi-stakeholder partnership facilitation, and monitoring and evaluation (M&E) support.

### USAID/Honduras Scaling Up Trip Report

“Your scaling report exceeded my expectations. It is interesting, well written, accurate and aligned with our needs. And, most importantly, we are already using it...”

- USAID/Honduras, Director of Economic Growth Office



E3 Analytics and Evaluation Project researcher Narmada Purohit interviews users of Mera Gao Power's micro-grid system in central Uttar Pradesh, India as part of a review of USAID's decentralized energy portfolio. Mera Gao Power received a Development Innovations Ventures grant in 2011 to demonstrate the commercial viability of its business model. Credit: Hari Natarajan, dTS

## **METHODOLOGICAL AND ANALYTIC SUPPORT FOR GOAL ONE OF USAID'S EDUCATION STRATEGY**

---

USAID's Education Office has drawn on the Project team over the past year for technical leadership in research, data analysis, and outreach to monitor progress towards improving the reading skills of 100 million children around the world, which is Goal 1 of USAID's Education Strategy. With the Project team's support, the Education Office issued technical guidance on "Measuring and Communicating Progress towards Goal One."

The Project team helped develop a viable methodology for tracking progress towards Goal One. The team produced three methodology papers that helped inform the Education Office's internal discussions on calculating the percentage of improved readers for each project, applying this percentage to the population of beneficiaries, and communicating progress towards the literacy goal.

The Project team also participated in a consultative process for vetting the methodology. The team gave a dozen presentations at USAID internal meetings, public workshops, and international conferences. As a result, the team gathered feedback on different aspects and implications of the methodology from a wide range of stakeholders, including the General Accounting Office, the Basic Education Coalition, the Comparative and International Education Society, and the Global Reading Network. The team set up an online survey to obtain input from Missions and the broader international education community on a draft of the technical guidelines.

In FY 2016, the Project team will co-present with Education Office staff at the 2015 USAID Global Education Summit to explain the revised methodology. Following the Office's next data call to Missions for their counts of project beneficiaries, the team will apply the methodology to produce the first annual count of children with improved reading skills. In addition, the team is collaborating with the Office to produce around 75 briefs providing the Agency, Missions, governments, and project implementers with key information about the progress that millions of children are making in developing reading skills.

The USAID Activity Manager has praised the Project team, noting, "I can't say enough how relieved [we] are to have the two of you working on these methodological issues for us and generating excellent, thoughtful analytic work in support of early grade reading. Thank you!"

## DISCRETE TECHNICAL RESEARCH

Discrete technical research, which the Project provides for E3 offices as well as cross-cutting studies, helps the Agency to interpret results and strengthen its project design, implementation, and monitoring and evaluation. The research varies from relatively small studies of discrete cases to large sector- and portfolio-wide studies. The larger studies include a portfolio review examining the sustainability and scalability of recent Agency decentralized energy activities for the Energy Division of USAID/E3's Energy and Infrastructure Office. (See sidebar on page 28.) Two other large studies, the E3 capacity development assessment and the E3 Sectoral Synthesis of 2013-14 Evaluation Findings (see sidebar on page 29), illustrate how the Project assists the Bureau in analyzing data across sectors and activities, examining at a macro level whether activities achieved certain results and why or why not.

Currently, the Project team is designing a study for the Bureau for Food Security to examine cases of successful scaling of pro-poor agricultural technologies. Before undertaking this activity, the Project team prepared a well-received literature review looking at the diffusion of innovation. The study will prepare and synthesize case studies focusing on how commercial pathways and spontaneous adoption drive the diffusion of new technologies, producing insight to inform future Bureau approaches to supporting the scaling of agricultural innovations.

### INNOVATION DIFFUSION LITERATURE REVIEW

“I reviewed this Study today. Thank you for giving us exactly what we asked for. After reading it I have confidence that we can now be familiar with the state of knowledge in this field. Kudos to [the team] for your support...as an overview of knowledge in this field, the study will serve its purpose well.”

- USAID/BFS Senior Program Manager

## EXAMINING SUSTAINABILITY OF DECENTRALIZED ENERGY PROGRAMS

---

The Energy Division of USAID/E3's Energy and Infrastructure Office requested that the E3 Analytics and Evaluation Project undertake a portfolio review of completed decentralized energy projects that USAID supported from 2004 to 2012. The purpose is to examine the sustainability, scaling up, and replication of project outcomes, and to identify the factors that contributed to these results. The review team is conducting case studies involving in-depth secondary and primary data collection in Tanzania, Brazil, and India.

Over the past year, the Project team worked with the Energy and Infrastructure Office to finalize the design for this review, complete a literature review, identify and select case studies based on established criteria, and carry out case study field research in three countries.

In designing and executing this study, the Project team confronted a number of challenges, including determining the best ways to compare the outcomes of closed projects implemented in different contexts. The team created frameworks to analyze a group of projects that were not designed or implemented as a monolithic portfolio and that incorporated different implementing modalities.

The Project team carefully considered how cross-case analysis would identify key factors in creating sustainable outcomes. Each phase of the review informed subsequent stages, culminating in a final review report that will compare the status of outcomes and identified factors for sustainability for all cases across the three countries. This research will inform USAID's design of future decentralized energy interventions, as well as the Project team's approaches to assessing sustainability, replication, and scaling up in other activities.



*Credit: ICAA website*

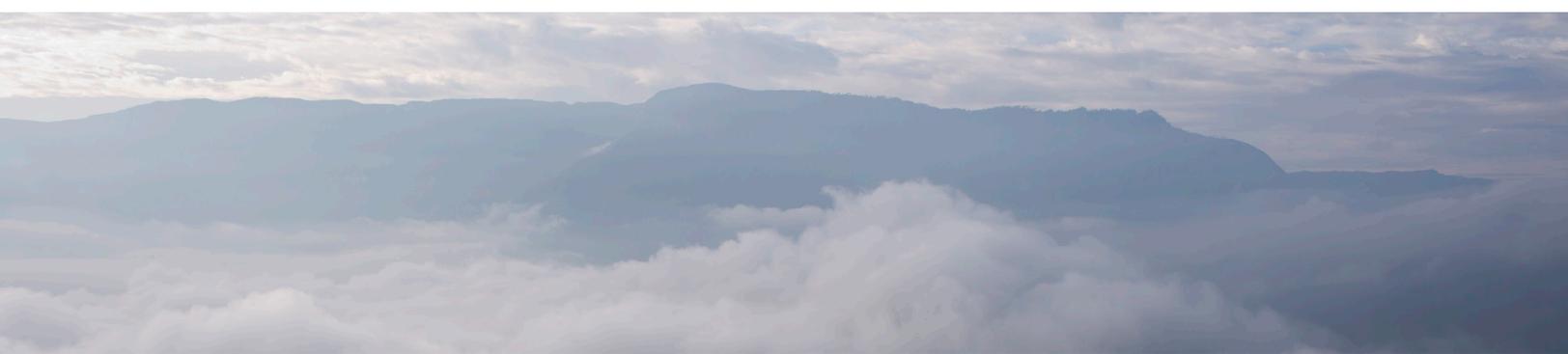
## **LEARNING FROM EVALUATION: THE E3 SECTORAL SYNTHESIS OF 2013-2014 EVALUATION FINDINGS**

---

In 2015, the E3 Analytics and Evaluation Project supported the E3 Bureau in conducting the E3 Sectoral Synthesis of 2013-2014 Evaluation Findings, an in-depth review of 117 evaluations of projects related to E3 technical sectors published between January 2013 and September 2014. This study built upon the success of the E3 Sectoral Synthesis of 2012 Evaluation Findings, reviewing evaluations against more detailed criteria and adding a structured review of the quality of the evaluation reports. The synthesis process was a unique opportunity for E3 Bureau technical staff to review evaluations for findings with implications that reach beyond the projects from which they emerged. In addition to providing E3 staff and Missions with overall and sector-specific insights, the results of this study can inform USAID strategy and project development.

The Sectoral Synthesis study found that the quality of evaluation reports related to E3 sectors has been continuously improving since the 2011 release of the USAID Evaluation Policy. The study employed the checklist and 10-point scoring system used in USAID's 2009-2012 Agency-wide meta-evaluation, allowing the Agency to compare the meta-evaluation and Sectoral Synthesis scores. The quality score of E3 evaluation reports rose from 4.69 in 2010 to 8.02 in 2014, demonstrating a serious effort across E3 sectors to strengthen the performance of their evaluations.

The Sectoral Synthesis study examined project results, key lessons learned, areas for improvement, and innovative practices. It also explored cross-cutting topics such as gender equality and women's empowerment, private sector engagement, and governance. The Project team will conduct the next round of this study in 2016.



*Credit: David Rochkind, USAID*

# ANTICIPATED ACTIVITIES IN FY 2016

The second year of the E3 Analytics and Evaluation Project saw a surge of new activities, and a number of large studies moved into the implementation phase. Many existing activities are multi-year in structure or require ongoing analytical support, and in FY 2016, the Project team expects to carry out field research for at least 12 activities and provide significant analytical support and technical assistance for another 10.

Key milestones expected in FY 2016 include:

- Completion of the third and final year of the SERVIR performance evaluation.
- Finalization of designs and implementation of data collection and analysis for the extreme poverty study and evaluation of sustained outcomes in basic education.
- Delivery of the final evaluation report and a cost effectiveness study on the Mobile Application to Secure Tenure pilot in Tanzania.
- Completion of the design phase and beginning of baseline data collection for the impact evaluation of the NOURISH project in Cambodia.
- Completion of the E3 capacity development assessment.
- Design of impact evaluation assistance to examine the West Africa Biodiversity and Climate Change project.
- Endline data collection activities for the Kyrgyzstan WLSME and Macedonia MCCA impact evaluations.
- Completion and delivery of the final reports for the decentralized energy portfolio review, CRW-CAR performance evaluation, and BFS study of successful scaling cases.
- A follow-up synthesis study looking at evaluation reports in E3 technical sectors completed in 2015.
- Design and data collection for the performance evaluation of the EC-LEDS program.
- Development of an assistance package supporting the Water Office and Missions in sustainable WASH systems programming.
- Design of a program of support for the Office of Private Capital and Microenterprise with its learning agenda for private capital mobilization.
- Finalization of a methodology for the Education Office for estimating the number of improved readers for the Goal 1 count, and beginning of production of project-specific briefs.

# LEARNING AND CHALLENGES FROM YEAR TWO

Reflecting on two years of implementing a broad array of analytic and evaluation assistance across many E3 sectors, the Project team has learned a number of lessons.

The Project team learned particularly valuable lessons about potential obstacles in the start-up and design process for rigorous impact evaluations. In FY 2015, the Project team changed course on several impact evaluations, either redesigning them as studies that did not involve counterfactuals or halting them altogether due to changes in the management needs of the relevant USAID stakeholders. These experiences are helping the Project team to catalogue common design threats for impact evaluations and organize tools to serve as aids in drafting and reviewing impact evaluation designs. The team will likely share its findings with Agency staff who are interested in carrying out rigorous impact evaluations.

The Project team is also developing processes and templates to encourage greater collaboration and awareness among all relevant partners, aiming to increase the likelihood of successfully completing impact evaluations with sufficient rigor and validity to determine whether observed results can be attributed to USAID interventions. One new proposed process is to hold early-stage workshops with relevant USAID parties, the project implementing partner, the evaluation team, and other key stakeholders to ensure a common understanding of the purposes of the impact evaluation, clarify expectations, build consensus, and

undertake the project implementation and evaluation components in parallel. The Project team also prepared a memorandum of understanding (MOU) template to establish protocols for communication and clarify roles and responsibilities of all parties involved in the evaluation design and implementation. The team expects the workshop and MOU processes to help with problem solving, ensure open communication channels with implementing partners, and build enthusiasm for how impact evaluations can support the Agency's development and learning objectives.



Hari Natarajan, a team member of the Decentralized Energy Portfolio Review, inspects a Humana People to People-India provided solar home system in Uttar Pradesh, India. Power from the solar units is used to charge lanterns that are rented out to the community. *Credit: Sam Hagarline, MSI.*

# E3 PARTNER OVERVIEW

The implementation team for the E3 Analytics and Evaluation Project consists of three core partners: Management Systems International, Development & Training Services, and NORC at the University of Chicago.



Management Systems International (MSI) is the lead implementer of the E3 Analytics and Evaluation Project. Evaluation has been a core MSI service since the firm's founding. In addition to foundational work on the logframe, MSI introduced impact evaluation training for USAID staff and partners through its Democracy and Governance office in 2009. MSI's groundbreaking evaluation work in recent years has, for example, included frameworks for evaluating the impact of microenterprise programs, pioneering tools for assessing the status of youth employment, measurement tools that underlie USAID's Civil Society Organization Sustainability Index, and methodology for scaling improvements in the performance of utilities regulatory commissions for use in the National Association of Utilities Regulatory Commissioners' international programs. MSI's roots in program design rival its reputation for evaluation expertise. From supporting development of the logframe through decades of teaching advanced program design to hundreds of USAID staff, and providing generations of technical assistance, MSI has directly or indirectly supported hundreds of design activities over thirty years.

MSI serves as the Team Lead on the E3 Analytics and Evaluation Project, responsible for overall contract and project management and reporting to USAID. MSI staff members and consultants play significant technical roles in all activities under the Project, and core MSI Home Office staff provide technical and contractual oversight of the Project.



Development & Training Services, Inc. (dTS) is an international development company that leads initiatives in social and economic development with a view to promoting equality, accountability and sustainability. dTS has worked in 84 countries across 11 prime U.S. Government indefinite quantity indefinite quality contracts and implemented over 300 activities, making dTS an experienced U.S. Government implementing partner with a proven track record in development assistance and contract administration.

Recently for the E3 bureau, dTS authored the Toolkit for Integrating Gender-Based Violence Prevention & Response into Economic Growth Projects for E3's Office of Gender Equality and Women's Empowerment with the goal of providing USAID staff with background information and practical guidance on how to address gender-based violence in Economic Growth and Trade projects across the program cycle. In addition to general information applicable to Economic Growth projects writ large, the Toolkit focused on the areas of Agriculture and Food Security, Value Chain Development, Enterprise Development, Access to Finance, Trade Policy, and Cross-Border Trade.

dTS has three full-time staff on the E3 Analytics and Evaluation Project and also provides short-term expertise across many of the Project's activities.



at the UNIVERSITY of CHICAGO

NORC at the University of Chicago is one of the oldest, largest, and most highly respected social research

organizations in the United States pursuing high-quality social science research that serves the public interest. Since its founding in 1941, NORC has been an industry leader with a distinguished record in the design, development, and implementation of survey and other data collection methodologies, applying new and time-tested strategies to address world-wide challenges and using advanced statistical and other analytical techniques to interpret social science data. NORC has been selected by U.S. and foreign governments, foundations, international organizations, and private sector entities to conduct impact evaluations of social and economic programs and policies in almost 20 countries over the last 10 years, most recently in Georgia, Honduras, Indonesia, Kenya, Ivory Coast, Uganda, and Tanzania.

NORC is a subcontractor to MSI under the E3 Analytics and Evaluation Project. NORC team members have provided significant support to the Project in its first two years. A NORC senior researcher serves as the team leader for the Tanzania Mobile Technology Pilot performance evaluation and cost effectiveness study and also provides technical guidance across the Project's impact evaluation activities.



Entrepreneur in Maharashtra, India presents her shop selling every day goods as well as clean energy lighting technologies. She received training, financing and marketing assistance as part of USAID partner Swayam Shikshan Prayog's work in disaster prone areas across India. Credit: Narmada Purohit, MSI

# ACTIVITY OVERVIEW

**TABLE I: ACHIEVEMENTS AND STATUS BY ACTIVITY**

Activity	Type	E3 Office, Bureau or Mission	Current Status
1. MAST	Performance Evaluation	Office of Land Tenure and Resource Management	Ongoing
2. SERVIR	Performance Evaluation	Office of Global Climate Change	Ongoing
3. Africa Trade Hubs	Analytics & Research	Office of Trade and Regulatory Reform	Inactive
4. ICAA II	Performance Evaluation	USAID/Peru Mission	Completed
5. WA-BiCC	Analytics & Research	Office of Forestry and Biodiversity	Completed
6. Africa Trade Hubs	Impact Evaluation	Office of Trade and Regulatory Reform	Inactive
7. WA-BiCC	Impact Evaluation	Office of Forestry and Biodiversity	Ongoing
8. Indonesia VA Assessment	Analytics & Research	USAID/Indonesia Mission	Completed
9. Scaling Up E3	Analytics & Research	Office of Water	Inactive
10. El Salvador Partnership for Growth	Performance Evaluation	Office of Economic Policy	Inactive
11. Kenya WASH	Impact Evaluation	Office of Water	Inactive
12. Cambodia NOURISH	Impact Evaluation	Office of Water	Ongoing
13. Capacity Development	Analytics & Research	E3 Bureau (cross-cutting)	Ongoing
14. ICT4E	Impact Evaluation	Office of Education	Ongoing
15. Extreme Poverty Study	Performance Evaluation	Bureau for Policy, Planning and Learning	Ongoing
16. Sustained Outcomes Study	Performance Evaluation	Bureau for Policy, Planning and Learning	Ongoing
17. Scaling Up GDL	Analytics & Research	Global Development Lab	Inactive
18. WLSME	Impact Evaluation	Office of Gender Equality & Women's Empowerment	Ongoing
19. Protecting Ecosystems and Restoring Forests in Malawi (PERFORM)	Impact Evaluation	Office of Land Tenure and Resource Management	Inactive
20. Ed Data	Analytics & Research	Office of Education	Ongoing
21. Decentralized Energy	Analytics & Research	Office of Energy and Infrastructure	Ongoing
22. Scaling Up GDL/GS Business Plans	Analytics & Research	Global Development Lab	Inactive
23. Scaling Up BFS Mentors	Analytics & Research	Bureau for Food Security	Ongoing
24. Evaluation Handbook	Dissemination	E3 Bureau (cross-cutting)	Inactive

Activity	Type	E3 Office, Bureau or Mission	Current Status
25. Scaling Up for Sustainability Training	Dissemination	Office of Education	Completed
26. CRW-CAR	Performance Evaluation	Office of Global Climate Change	Ongoing
27. E3 Sectoral Synthesis	Analytics & Research	E3 Bureau (cross-cutting)	Ongoing
28. BFS HICD Review	Analytics & Research	Bureau for Food Security	Completed
29. Regional Clean Energy Initiative (RCEI)	Performance Evaluation	Office of Global Climate Change	Inactive
30. Ethiopia Peace Centers for Climate and Social Resilience	Performance Evaluation	Office of Global Climate Change	Inactive
31. LTRM IE Reviews	Analytics & Research	Office of Land Tenure and Resource Management	Ongoing
32. ASEAN Single Window	Performance Evaluation	Office of Trade and Regulatory Reform	Inactive
33. BFS Scaling Case Studies	Analytics & Research	Bureau for Food Security	Ongoing
34. IUWASH	Impact Evaluation	Office of Global Climate Change	Ongoing
35. MCCS	Impact Evaluation	Office of Global Climate Change	Ongoing
36. Tanzania IE Clinic	Analytics & Research	Office of Planning, Learning and Coordination	Ongoing
37. EC-LEDS	Performance Evaluation	Office of Global Climate Change	Ongoing
38. WASH Sustainability	Analytics & Research	Office of Water	Ongoing
39. PCM Learning Agency	Analytics & Research	Office of Private Capital and Microenterprise	Ongoing
40. Utilization of E3 Evaluations	Analytics & Research	E3 Bureau (cross-cutting)	Ongoing
41. GEWE in E3 Evaluations	Analytics & Research	E3 Bureau (cross-cutting)	Ongoing
42. SOWs in E3 Evaluations	Analytics & Research	E3 Bureau (cross-cutting)	Ongoing
43. GS-Bangladesh Study Adaptation	Dissemination	Office of Energy and Infrastructure	Ongoing

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523-6100

[www.usaid.gov](http://www.usaid.gov)