

Annual Report 2024



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Foreword

Message from the President and CEO

Dear Friends, Partners, and Stakeholders,

As we reflect on the past year, I am filled with immense pride and gratitude for the strides we have made together at the International Centre for Evaluation and Development (ICED). Our journey has been one of collaboration, innovation, and an unwavering commitment to advancing evaluation practices and evidence-informed decision-making for sustainable development and the transformation of lives and livelihoods.

The world continues to face complex challenges that demand innovative solutions, inclusive dialogue, and rigorous evidence to drive impactful policies. At ICED, we have embraced this call by strengthening our role as a global thought leader in evaluation and development. Through our partnerships across continents, we have amplified the use of evaluation as a critical tool to enhance learning, accountability, and transformative action in development programming.

This year, ICED spearheaded several key initiatives. Our flagship research programs and knowledge-sharing platforms have brought together leading experts, policymakers, and practitioners to explore solutions to pressing development issues. We have expanded our capacity-building efforts, equipping stakeholders with the skills and tools needed to bridge the gap between evidence and policy. Moreover, our work on advancing localized approaches to evaluation has empowered communities to actively shape the development agenda in ways that reflect their lived realities.

Key Achievements in 2024:

- **Financial Performance:** We delivered strong financial results, demonstrating robust revenue growth and disciplined cost management, ensuring long-term stability.
- **Evidence-Based Decision-Making Tools for Policy and Action:** With the support of our partners, our evidence synthesis and research team completed three Evidence and Gap Maps. We also developed a range of evidence-based decision-making tools, including cellwise summaries, evidence-based theories of change, and network analyses—empowering policymakers and practitioners in the Global South.
- **Sustainability & Expansion of Operations:** We remain committed to sustaining and expanding our operations in Sub-Saharan Africa. Through the ALL-IN Research Network, we are actively collaborating with 40 African research institutions across 10 countries, engaging a growing community of 280 researchers and evaluators.
- **Strategic Partnerships & Market Expansion:** We strengthened our relationships with key partners, broadening our market reach and reinforcing our leadership in the industry.

None of this progress would have been possible without the support of our partners, the dedication of our team, and the trust of the communities we serve. Together, we have demonstrated that evaluation is not just a technical exercise—it is a powerful driver of change that connects data to decisions and transforms actions into impact.

As we look ahead, ICED remains resolute in its mission to foster a world where evidence strengthens development outcomes and drives equitable progress. We will continue to adapt, innovate, and collaborate to address the evolving needs of the global development landscape. Our priorities for the coming year include accelerating innovation, deepening stakeholder engagement, and continuing to invest in capacity-building initiatives.

To all who share in our vision, thank you for being part of this journey. Your support inspires us to reach new heights and sustain the momentum toward building a better, more equitable world.

With gratitude,

Dr. David Sarfo Ameyaw

President and CEO

International Centre for Evaluation and Development (ICED)



Dr. David Sarfo Ameyaw
CEO & President

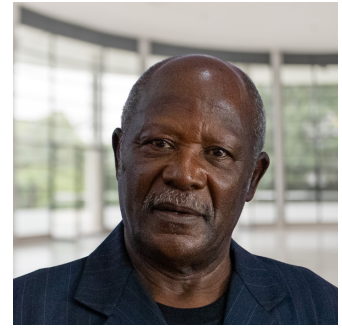
Foreword

Message from the Board Chair

Dear Colleagues, Partners, and Friends,

It is with great pride and optimism that I share this message on behalf of the Board of Directors of the International Centre for Evaluation and Development (ICED). Over the past year, our organization has continued to demonstrate its commitment to advancing evidence-based decision-making and fostering development approaches that are inclusive, impactful, and transformative.

The challenges facing the global development community are both dynamic and complex, requiring innovative strategies and collaborative efforts. At ICED, we remain steadfast in our mission to bridge the gap between research, evaluation, and actionable policy. Through rigorous inquiry, meaningful partnerships, and a relentless pursuit of excellence, we are helping to shape a future where development initiatives are grounded in data, driven by evidence, and focused on real-world impact.



Dr. Namanga Ngongi
Board Chair

Governance and Strategic Leadership

The Board remains dedicated to providing strategic direction and oversight to ensure the sustainability and growth of ICED. Over the past year, we have strengthened governance structures, enhanced institutional capacity, and expanded our partnerships to position ICED as a global thought leader in evaluation and development.

Looking Ahead

As we embark on another year, the Board remains committed to ensuring that ICED continues to lead with integrity, innovation, and accountability. We are proud of the milestones achieved this year and recognize that they are a reflection of the strong relationships we have cultivated with our stakeholders. Together, we have proven that evaluation and evidence are indispensable tools in addressing global development challenges and achieving sustainable progress.

On behalf of the Board of Directors, I extend my heartfelt gratitude to all who have supported and partnered with ICED. Your trust and collaboration have been instrumental to our success, and we look forward to achieving even greater heights together in the coming year.

With warm regards,

Dr. Namanga Ngongi

Chairman, Board of Directors

International Centre for Evaluation and Development (ICED)

About ICED

The International Centre for Evaluation and Development (ICED) was created, in 2016, to fill an important gap in the evaluation of development initiatives focusing on the Global South, that is to say the group of 133 developing and underdeveloped countries as listed by the Finance Centre for South-South Cooperation (except China). ICED is an independent, African-owned and African-led think tank that works to use the outputs of evaluation to contribute to and enhance development outcomes and impacts, concentrating on Africa, where the need for its expertise is greatest.

ICED fosters the use of M&E to support sustained and resilient development in Africa by advancing thought and practice leadership in the M&E profession. To achieve this, it combines high-level research and evaluation knowledge and skills with extensive practical experience that is sensitive and responsive to culture, value systems and local context. Its key priority areas are evaluation, research, and innovation in sustainable development; M&E systems' development and adaptive management for public and private institutions; collaborative and adaptive research management; policy engagement, communication and convening for development; and evaluation capacity strengthening and professional development. ICED has four integrated strategies: tracking the trends and gauging the future of both development and evaluation; mobilizing and expanding thought leadership through research and innovation; engaging and supporting decision makers in government, development, business, academia and civil society; and overseeing and conducting strategic evaluations and research.

ICED has its head office in Nairobi, Kenya; an office in Accra, Ghana; and a satellite office in Maputo, Mozambique. In addition, ICED has a presence of staff in Kampala, Uganda. Through its wide range of regional and international alliances and partnerships, ICED is able to demonstrate at the decision-making level of the communities that support development in Africa the need to have M&E as a crucial element in development initiatives. The partnerships also provide the opportunity for exposure of ICED staff to advances and best practices in M&E. Besides its in-house full-time consultants, ICED has a pool of African experts in various fields based in different African countries who it can call upon within a short notice when their expertise is required. This approach affords ICED the flexibility to handle multiple assignments concurrently. At the implementation level, ICED works with policy-makers, decision-makers, managers and M&E funders and commissioners to test M&E innovations in the field, including in cross-cultural contexts and paradigms.

ICED brings a number of strengths to the M&E ecosystem of the African region:

- **Diverse intellectual resources** – ICED team's experience is drawn from across the world and a variety of sectors, creating an agile resource with multidisciplinary capacity.
- **Catalyzation and inspiration of innovation** – ICED promotes collaboration to avoid duplication and overlap in actions, thus focusing on bringing about innovation.
- **Context and culture-sensitivity** – ICED is the first think-and-do tank based in and focused on Africa and led by Africans, so it has the advantage of understanding the local context and being sensitive to cultural aspects in projects.
- **Agility and strong professional networks** – ICED is open to changing with the new realities of the modern world and has developed a strong professional network across the globe to learn from for adaption of its work and approach.

ICED Strategic Priorities

Researching for Evidence: ICED will work with and coordinate a network of researchers to develop and promote state-of-the-art hypotheses, theories and models that capture the progress, success and failures of development initiatives and that generate sound evidence that can inform decision-making, strategic planning, and risk management. The initiatives falling under this priority area are evidence generation and applied research.

Monitoring Programmes: ICED will use innovative tools and techniques to improve access to quality data, thereby supporting organizations in effectively monitoring their programmes and policies. The initiatives under this priority area are the creation of an autonomous monitoring centre and implementation of agile monitoring systems.

Evaluating Impact: ICED will design and undertake rigorous evaluations to measure the impact of government and private organizations' policies or programmes. These evaluations will support the institutions to make data and evidence-based decisions. The initiatives under this priority area will focus on programme and policy evaluation.

Learning Collaboratively: ICED will map, synthesize and disseminate high quality evidence through various platforms in order to nudge evidence-based action. The initiatives under this area will deal with evidence synthesis, evidence broking and operation of a knowledge management system (KMS).

Strengthening Capacity: ICED will develop the capacity of institutions and individuals through training, mentoring and coaching researchers and exposing them to modern evaluation techniques. In this priority area, the initiatives will focus on institutional capacity strengthening, individual professional development, grant management and research network development.

ICED's area of focus is the group of 133 developing and underdeveloped countries as listed by the Finance Centre for South-South Cooperation (except for China). ICED's current network of partners and its clients and skill sets allow it to take up projects across the Global South without spreading itself too thin, plus its type of services of supporting evidence-based decision-making is in great need in the countries in the Global South, especially African countries. Its work and focus areas should demonstrate linkages towards the achievement of the SDGs: this will allow ICED to expand its portfolio, take on newer projects and expand to new geographies, thus increasing its impact potential. ICED envisages its potential clients to include governments, research institutions, universities, philanthropies, multilateral and bilateral institutions, and individual researchers.

The ICED Journey so far

What began as a conceptualization of an idea, generated into a design culminating in the birth of the International Centre for Evaluation and Development in 2016. Consequently, an office was set up in Nairobi, Kenya, which has become the headquarters of ICED in 2017, which year was marked with several firsts in the ICED journey.

Progressively, ICED began to gain grounds in the research and M&E ecosystems in Africa with the organization making a breakthrough in 2018 by securing its first major contract with the United States African Development Foundation (USADF) and expanding into multiple countries the ensuing year. By dint of hard work, ICED added grant management to its portfolio in 2020 and began to make inroads in grant making initiatives. A notable one is the Feed the Future Advancing Local, Leadership, Innovation and Networks (ALL-IN), established by USAID as a partnership between the Markets, Risks and Resilience (MRR) Innovation Lab at the University of California, Davis and the International Centre for Evaluation and Development (ICED), with the support of USAID Feed the Future. The MRR Innovation Lab held a dedicated funding window in which host country researchers took the lead in defining research projects, bringing in U.S.-based counterparts, and submitted proposals for large-scale research funding of up to \$450,000.

A total of twelve (12) research projects have been funded to the tune of \$3.55 Million across 6 African countries. The research projects are led from African research institutions that are testing financial and market innovations that take the most promising agricultural tools for families in developing economies from the lab to the field. Each research project is led by a Principal Investigator based in one of 9 Universities located in the following countries: Kenya (Tegemeo institute of Agriculture), Uganda (Makerere University), Malawi (Lilongwe University), Ethiopia (Gondar University), Ghana (University of Ghana-ISSER, Ghana Institute of Management and Public Administration—GIMPA, University of Energy and Natural Resources—UENR), and Nigeria—University of Ilorin and Ahmadu Bello University - Zaria). ICED's role is to provide programmatic and financial management support to the 12 Principal Investigators and their research teams throughout the implementation of the research project.

Other projects include Infrastructure's Impact on Nutritious Diets, Women's Economic Empowerment, and Gender Equality (IINDWEGE) with funding from Bill and Melinda Gates Foundation (BMGF); Gender Equity and Governance (GEG), funded by the William and Flora Hewlett Foundation; Feed the Future Innovation Lab for Horticulture, Feed the Future Innovation Lab for Legume Systems Research, amongst others.

ICED continued to experience an exponential growth culminating in setting up an office in Ghana in 2021 to oversee its business in the West Africa sub region. A number of research projects and evaluations were executed from this office. In 2024, ICED achieved a major milestone by commissioning its new office complex in Accra, Ghana. The new office premises will create a conducive work environment for the team thereby engendering enhanced performance and productivity and what's more, providing the requisite ambiance for our clients/stakeholders which is our top priority.

Way Forward

ICED is focused on working across Sustainable Development Goals and in the Global South for the next 5 years with its meticulously crafted strategy. ICED's current network of partners, clients and skillset allows it to take up projects across the Global South, especially African countries. The organization leverages on the founder's network and experience, existence of a strong Board of Directors, quality assurance system which is in place, strong brand appeal, leadership involvement at grassroots level, strong reputation with policy, communities and donor goodwill and relationships.

With its organizational values—acting with integrity in day-to-day conduct, communication and

actions, maintaining accountability at all levels of our work, decisions and outcomes, collaboration with like-minded individuals and organizations for accelerating impact, perseverance mindset for success in our work and impact, maintaining high-quality in our work and outputs—ICED is ready to partner new donors, governments, institutions to expand and take up unexplored service offerings (research network, knowledge brokering, data systems, etc.), newer projects and expand to new geographies. ICED is poised for accelerated growth.

Our Programs, Projects, and Strategic Initiatives

Grant-Making Initiatives

Advancing Local Leadership, Innovation and Networks (ALL-IN)

The inception of the Feed the Future ALL-IN model dates to a meeting of the Feed the Future research program. The 2016 meeting in Washington, D.C., drew together Principal Investigators for a technical meeting, providing an avenue to share their innovative research and draw in peer feedback and support to strengthen their work. Dr. David Ameyaw, President & CEO of ICED, attended as a representative of the Board of Directors. Between presentations, they collectively imagined how this model for development research collaborations could be brought on the Africa continent and put in the hands of local researchers.



Three years later, this vision became a reality with the establishment of Feed the Future ALL-IN. The ALL-IN project builds on the successes and draws on the strength of US-African research collaborations but inverts the traditional model. ALL-IN is ensuring that local researchers and local research institutions take the lead in defining priorities and working with US-based university research partners to augment and support their skills, talents, and ideas to build actionable evidence for promoting resilience and empowering rural families and communities to share in inclusive agricultural growth.

Feed the Future ALL-IN was established by USAID as a partnership between the MRR Innovation Lab at the University of California, Davis and the International Centre for Evaluation and Development (ICED) in Nairobi, Kenya, with the support of USAID Feed the Future. The MRR Innovation Lab held a dedicated funding window in which host country researchers took the lead in defining research projects, bringing in U.S.-based counterparts, and submitted proposals for large-scale research funding of up to \$450,000.

A total of twelve (12) research projects have been funded to the tune of \$3,55 million across 6 African countries. The research projects are led from African research institutions that are testing financial and market innovations that take the most promising agricultural tools for families in developing economies from the lab to the field. Each Research project is led by a Principal Investigator based in one of 9 Universities located in the following countries: Kenya, Uganda, Malawi, Ethiopia, Ghana, and Nigeria. ICED's role is to provide programmatic and financial management support to the 12 Principal Investigators and their research teams throughout the implementation of the research project.

CURRENT ALL-IN PROJECTS:

1. **Reducing poverty among women by strengthening the shea value chain in Northern Ghana – Dr. Fred Dzanku (Principal Investigator):** This project tests credit and formal repayment contracts in Northern Ghana, which may increase the sectors profitability and over all sheer supply while empowering women to receive full benefits of their work.
2. **Pairing small scale irrigation with index insurance to manage risk and expand access to credit in Northern Ghana – Prof. John Kuwornu (Principal Investigator):** This project

is testing an innovative bundle of supplemental irrigation and complementary index insurance to expand farmers' overall drought protection.

3. **Digital communication to re-enforce nutrition and household resilience in Northern Ghana – Prof. Robert Osei (Principal Investigator):** This project tests whether Nutrition related messages by mobile phones re-enforce the impacts of earlier development programming on families' nutrition and resilience.
4. **The impact of irrigation on improved productivity and market value for small holder farmers in Northern Ghana – Prof. Charles Amoatey (Principal Investigator):** This project measures the socio-economic impact of Ghana's government policy initiative dubbed "One Village One Dam" (1V1D) implemented in Northern Ghana since 2017.
5. **Strengthening the resilience and empowerment of women small holder farmers in Uganda – Prof. Florence Muhanguzi (Principal Investigator):** The project is testing a comprehensive approach to supporting women to improve their on-farm productivity, increase their resilience to shocks and enhance their overall empowerment.
6. **Digital Innovations to improve market access to horticultural produce in Malawi – Dr. Robert Khataza (Principal Investigator):** This project is testing information and communications technology (ICT) interventions that create a virtual marketplace to connect horticultural sellers and a platform that provides agricultural extension services to farmers remotely.
7. **The distributional impacts of large-scale land transactions in Ethiopia – Dr. Solomon Walelign (Principal Investigator):** This project is measuring the impacts of large-scale land transactions in Ethiopia and identifying the communities and households who benefit and those who do not.
8. **Adapting climate risk with mutual weather index crop insurance in Nigeria – Prof. Peter Njiforti (Principal Investigator):** This project is developing and testing a sharia compliant takaful mutual insurance contract that triggers payments in the event that there is a weather anomaly.
9. **Digital literacy, outputs market access and demand for rural e-commerce in Nigeria – Dr. Khadija Amolegbe (Principal Investigator):** The project is providing digital literacy training to the farmers so that they can use their mobile phones to access E-commerce to sell their harvest.
10. **Linking financial and agricultural innovations for women farmers' resilience in Nigeria – Prof. Opeyemi Ayinde (Principal Investigator):** This project is testing the interlinked credit, index insurance and cultivation of stress tolerant maize varieties to strengthen women productivity, income and resilience.
11. **Impact of agro-weather and market information on productivity and resilience in farming communities in Kenya – Dr. Mercy Kamau (Principal Investigator):** The project has launched a comprehensive study to provide the first evidence from a national program on the impact of weather and market advisories on farmers' decision making, including for women and poor families.
12. **Soil testing for soil acidity management on smallholder farms in Kenya – Dr. John Olwande (Principal Investigator):** This project is testing practical ways to encourage farmers to test their soil and to apply appropriate soil amendments, including an estimate of farmers' willingness to pay for the soil testing.

Highlights of ALL-IN activities in 2024

- The ALL-IN Associate Director (ICED) attended the Research to Action (R2A) workshop which was conducted by USAID Research Technical Assistance Center (RTAC) Team at Makerere University. The workshop aimed to enhance the capacity of the ALL-IN project team in translating research findings into actionable plans and preparing an R2A plan.
- The ALL-IN management team at ICED—comprised of Dr. David Ameyaw, Blessing Mhosva and Sarah Ameso—attended the MRR Annual Technical Meeting which was held in Washington, D.C. in May 2024. The meeting gave the ALL-IN PIs a platform to present their research findings and receive constructive feedback from their colleagues.
- The annual ALL-IN convening was organized and took place on 22nd and 23rd July in Accra, Ghana. The event was categorized into two: an open day where a world café style of project presentations was done by the PIs grouped according to their project thematic areas. The open day was attended by the project teams and invited members of the public and this lasted for half day. The rest of the time was used for the closed meeting with PIs where they were taken through the project close out process and then capacity strengthening on “R” Software and resilience measurement. The Training on “R” software was conducted by the team from American Institute of Research and the training on Resilience measurement was conducted by Prof. Michael Carter the Director of the MRR Innovation Lab.
- The ALL-IN Associate Director attended the Africa Food systems conference that took place in Kigali Rwanda in the month of September 2024. While there, she represented the Market Risk and Resilience Innovation Lab on a panel discussion organized by Feed the Future and took the same opportunity to also show case ALL-IN work at the exhibition booth.



ALL-IN Associate Director, Sarah Ameso, and PI Prof John Kuwornu in a roundtable discussion at the E2A 2024 Conference in Accra, Ghana.

Mini Gallery: ALL-IN Convening in Accra, Ghana



ALL-IN Research Network

The Advancing Local Leadership, Innovation and Networks (ALL-IN) initiative was established as a partnership between the MRR Innovation Lab at the University of California, Davis and the International Centre for Evaluation and Development (ICED) in Nairobi, Kenya. ALL-IN researchers at African institutions lead these collaborations, leveraging their local knowledge, skills and ideas to build actionable evidence for promoting resilience and empowering rural families and communities to share in inclusive agricultural growth. It is through the ALL-IN initiative that the ARN network was formed to support and strengthen the capacity of local researchers in the Global South.

The ALL-IN Research Network (ARN) seeks to support and strengthen the capacity of the African research community to fully engage and take the lead in defining research priorities that build pathways to local policy impacts. ARN supports the creation of locally led, locally relevant research agendas, and its engagement with local research institutions, leverages their local expertise and relationships with stakeholders and policymakers to share recommendations. In addition, the network supports a working paper series and generates other outreach materials to promote the use of evidence in policymaking and program development.

The network was internally launched for members in March 2022 and publicly in July 2022. The ARN members have peer working groups of 5-8 members, and this cuts across a little more than 200 researchers, ranging from early-career researchers with less than five years of experience to highly experienced researchers with more than 20 years of experience. The network sees members from 10 countries in the Sub-Saharan African region (Kenya, Uganda, Ghana, Mali, Malawi, Burkina Faso, Ethiopia, US, Nigeria, Niger). There is also a diversity of research interests, clustered in 25 around common themes including: risk & resilience, gender, nutrition, financial tools, agricultural technology adoption, climate smart agriculture, climate adaptation and market systems.

Feed the Future Innovation Lab for Horticulture, East Africa Regional Hub

Key Milestones (2024)

1. Inception meetings of two of the regional projects being managed by the East Africa Regional Hub.

- Development of innovative horticulture technologies for improved income and livelihoods among small scale women farmers in Uganda Project being implemented by Muni University together with Omia Agribusiness Development Group Limited and Arua District Local Council in Northern Uganda. The inception workshop was held on 7th February 2024 at Muni University, Arua City.



Vice Chancellor of Muni University, Prof. Simon Anguma Katrini, East Africa Regional Hub Manager, Dr. Peninah Yumbya, CEO of Omia Agribusiness Development Group, Mr. Iganachi Razaki and the Principal Investigator, Prof. Robert Kajobe among other dignitaries during the official opening of the 1st Solar powered off-grid CoolBot® coldroom in Arua.

- On the 15th of March 2024, KALRO ,together with partners from University of Nairobi (UoN) and North Carolina State University (NCSU), launched a project dubbed “Enhancing Productivity, Post-harvest Management, and Market Access of African Indigenous Vegetables in Kenya” at the KALRO Headquarters, Nairobi. The project aims to address critical challenges faced by smallholder farmers, particularly women and youth, in the cultivation and marketing of African Indigenous Vegetables (AIVs) in Kenya.

Media Coverage Links

- <https://www.kenyanews.go.ke/usaid-funds-african-indigenous-vegetable-project/>
- <https://businessdayafrica.org/kenya-secures-ksh100m-to-boost-indigenous-vegetable-production/>
- <https://www.the-star.co.ke/news/star-farmer/2024-03-17-researchers-seek-to-reclaim-indigenous-vegetables-in-agricultural-landscape/>
- <https://www.youtube.com/watch?v=6tNat3sMxV4>



Stakeholders in Horticulture Sector pose for a group photo alongside KALRO Director General, Project PI and Co-PIs during the project launch.



From Left: KALRO Project PI, Dr. Shibia; KALRO Deputy Director General crops, Dr. Makini; KALRO Director General, Dr. Eliud Kireger; East Africa Regional Hub Manager, Dr. Yumbya; NC State University Co-PI, Dr. Peter Ojiambo; and Dr. Carlos Iglesias from NC State University, during the project launch.

2. Participation in the 5th All Africa Horticultural Congress in Marrakech, Morocco.

- The Regional Hub Manager, alongside the Feed the Future Innovation Lab for Horticulture Director, Dr. Erin McGuire, attended and presented on “Harnessing innovations for sustainable growth of horticulture in the East Africa Region”.



Left to right: Dr. Penina Yumbya (ICED), Dr. Erin McGuire (Horticulture Innovation Lab Director), Dr. Gloria Essilfie (University of Ghana) and Dr. Annah Indeché (JKUAT).

3. Hosting horticultural research and development workshop in Nairobi, Kenya.

- The East Africa Regional Hub alongside colleagues from the Feed the Future Innovation Lab for Horticulture hosted a research-driven workshop focusing on horticultural research and development investments in Nairobi, on March 2024. The workshop brought together key Kenyan experts to quantify and qualify public and private investments into horticultural research and development.



Sector experts pose for a group photo during the Horticulture Investment Workshop.

4. Participation in Feed the Future Innovation Lab for Horticulture annual meeting in Guatemala.

- The Regional Hub participated in the 2024 Feed the Future Innovation Lab for Horticulture annual meeting in Guatemala hosted by the Central America Regional Hub, based at Zamorano University. The annual meeting brought together all the Regional Hubs, the Lab's management team, consortium partners and the Lab's advisory board members to discuss on the projects progress, impacts and scalability.



Horticulture Innovation Lab members pose for a group photo during the Lab's annual meeting.

5. Participation in the 2024 African Food System Summit in Kigali, Rwanda.

- The East Africa Regional Hub participated in the 2024 African Food System Summit in Kigali, Rwanda. The Hub participated in the USAID Feed the Future Innovation Lab Council side event themed: Socio-Technical Scaling for Transformative Action. The Hub participated in panel discussion on *Locally led community focused approaches to support impactful scaling of horticulture innovations* alongside colleagues from the Innovation Lab for Markets, Risks, and Resilience and Animal Health. The Hub also participated in a one-day workshop organized by the Feed the Future Innovation Lab for Horticulture workshop themed; Horticulture & Nutrition Systems Research Portfolio Workshop. Additionally, the Hub participated in the Feed the Future Innovation Labs exhibition booth.



Panel discussion during the USAID Feed the Future Innovation Lab Council side event.



At the exhibition booth alongside Nyah Mallak (middle) from the Horticulture Innovation Lab.



Working session during the Horticulture Innovation Lab workshop on Horticulture & Nutrition System.

Innovation Lab for Legume Systems Research - East, South and West Africa

The Feed the Future Innovation Lab for Legume Systems Research fosters dynamic, profitable, and environmentally sustainable legume systems approaches with common beans, cowpeas, and other legumes that contribute to resilience, productivity, and better nutrition and economic opportunities, especially for women and the youth. Goals of the program focus on best agronomic practices and services, targeted varietal scaling and development, inclusive inputs and market systems, and climate change adaptation and mitigation in the target regions of West Africa, Southern Africa, Great Lakes Africa, and Central America. The program is managed by Michigan State University (MSU). In Africa, MSU collaborates with the International Centre for Evaluation and Development (ICED) to coordinate the regional hubs in Western, Eastern and Southern Africa through projects management, monitoring and evaluation and regional stakeholder's meetings and events.

Highlights of 2024

1. Regional Stakeholder Conference initial workshops in East, South and West Africa

The Regional Stakeholder Conference's initial workshops in East, South, and West Africa were organized by the Feed the Future Innovation Lab for Legume Systems Research in collaboration with the International Centre for Evaluation and Development (ICED). These virtual workshops aimed to bring together key stakeholders across the legume value chain from different regions to discuss system gaps and identify research priorities that would drive future funding decisions. The virtual workshops took place on three different dates: April 16, 2024, for East Africa, March 20, 2024, for Southern Africa, and April 25, 2024, for West Africa. These events were facilitated by the Regional Hub Managers for East, South, and West Africa based at ICED offices in Kenya and Ghana.

Following the virtual regional stakeholder conferences, desk reviews were undertaken by the Technical Leadership Team (TLT) members to pinpoint critical gaps and research priorities within the legume value chain. The regional hub managers compiled the reports on the regional convenings and TLT desk reviews, and these were subsequently shared with Michigan State University (MSU) for further action.

In the next phase, the Legume Systems Innovation Lab launched a call for concept notes on May 16, 2024. The submission of concept notes constitutes the first stage of the selection process, and a subset of finalists from this stage will be asked to submit full proposals. Awards for the selected projects will be made by October 2024, with project implementation set to begin soon after.

2. Feed the Future Innovation Labs, Centrally Funded Activities, Growth Poles, and USAID/Malawi

The East and South Africa Hubs Manager participated in a significant meeting between the Feed the Future Innovation Labs, Centrally Funded Activities, Growth Poles, and USAID/Malawi. This second meeting focused on consolidating collaboration efforts, enhancing coordination, and creating linkages across projects. It provided a platform for reviewing past and current collaborations, sharing updates on project statuses, and identifying new opportunities for joint initiatives.

3. Training on USAID Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP)

In July 2024, the East and West African Hub Managers participated in an intensive training on the USAID Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) procedures. This training was designed to ensure that project leads across different regions comply with USAID's

rigorous environmental and safety standards when selecting and using pesticides and fertilizers in their agricultural projects. The Hub Managers' enhanced understanding of these procedures will enable them to act as liaisons between local project implementers and USAID, facilitating smoother compliance and more efficient project execution.

4. 7th World Cowpea Research Conference (WCRC), 2024

The Legume Innovation Lab, in collaboration with the International Institute of Tropical Agriculture (IITA), Kirkhouse Trust, and Technologies for African Agricultural Transformation (TAAT), organized the highly anticipated World Cowpea Conference in Cotonou, Benin from September 23rd to 26th, 2024. The conference centered around the theme “Cowpea Technologies for Enhancing Climate Resilience, Food, and Nutritional Security.”

The East, South, and West African Hubs Managers from the Legume Innovation Lab actively participated in the conference. They engaged with global experts, networked with peers from different regions, and gained valuable insights into the current state of cowpea research and its practical applications.

The Legumes Innovation Lab Directors and the Deputy Director showcased the platform “Scientific Animations Without Borders (SAWBO).” a digital platform designed to make agricultural research accessible through animated videos that simplify complex topics for farmers and extension workers. Barry, detailed the Phase 1 accomplishments of the Lab’s initiatives, highlighting key milestones across Africa. He also presented the strategy white paper, which outlined the Lab’s future direction and approach for Phase 2, emphasizing the importance of building on the successes of the first phase to expand the impact of cowpea innovations.



Africa Regional Hubs Managers at the World Cowpea Conference in Cotonou, Benin.



Lab Directors and the West Africa Regional Hub manager (right) at WCRC.

Evidence Generation and Research

ICED/Bill & Melinda Gates Foundation Project Impact of Infrastructure on Nutritious Diets, Women's Economic Empowerment and Gender Equality (IINDWEGE)

The International Centre for Evaluation and Development (ICED) initiated the *IINDWEGE* research project in response to the lack of empirical evidence regarding the direct impact of physical infrastructure on improved diets and nutrition outcomes, particularly for low-income consumers in Asia and Sub-Saharan Africa. This project is funded by the Bill & Melinda Gates Foundation and aims to identify cost-effective, scalable, and inclusive strategies that ensure year-round access to safe, affordable, and nutritious foods while promoting women's economic empowerment and gender equality.

The significance of understanding the connections between infrastructure development, affordable diets, women's empowerment, and gender equality is crucial for achieving Sustainable Development Goals (SDGs) in regions lacking basic amenities. The project's objective is to comprehensively explore how various types of infrastructure impact dietary patterns, market dynamics, women's economic empowerment, and gender equality. By addressing these intersections, the project aims to inform policies and practices that bridge critical gaps in developing regions.

Dissemination Event on the IINDWEGE project

The dissemination event, hosted by the International Centre for Evaluation and Development (ICED) on February 1, 2024, at the Fiesta Royale Hotel in Accra, Ghana, aimed to share findings from a two-year research project (2022 - 2023). The project, funded by the Bill & Melinda Gates Foundation, investigated the impact of infrastructure on nutritious diets, women's economic empowerment, and gender equality. The research focused on rural, low-income consumers in Sub-Saharan Africa and South-East Asia, with the goal of transforming lives in these regions. Attended by 105 stakeholders from government, civil society, research institutions, and the media, the event fostered a discussion on how infrastructure can shape economic and gender-related outcomes.

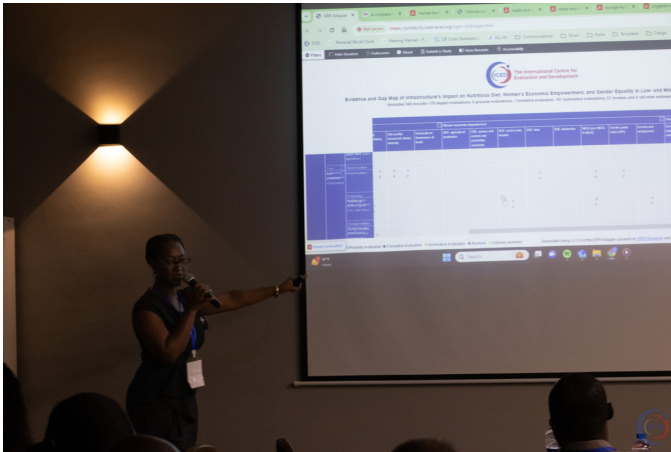
The event's opening was led by distinguished academics and policymakers, including Prof. Kwaku Appiah-Adu, Special Advisor to the Vice President of Ghana, and Prof. Felix Ankomah Asante, Pro-Vice Chancellor of the University of Ghana. The special guest of honor, Prof. Appiah-Adu, highlighted the critical role infrastructure plays in linking gender equality with improved nutrition outcomes. Dr. David Sarfo Ameyaw, ICED's president and lead researcher, gave an overview of the organization's goals and the focus of the research on regions that are most vulnerable to these issues.

Several key presentations followed: Clarice Panyin Nyan presented an Evidence Gap Map (EGM) on the topic, identifying areas where more research is needed to inform future policies; Dr. Charles Okyere then discussed an evidence-based Theory of Change (ToC) that outlined the pathways through which infrastructure influences women's empowerment and diet; Dr. Sheila Agyemang Oppong presented a network analysis showcasing the researchers who have contributed to this field, highlighting gaps in local research that could further enhance the understanding of these issues in Sub-Saharan Africa and South Asia.

The event concluded with a feedback session, allowing participants to share insights and suggestions. Stakeholders expressed appreciation for ICED's efforts in providing actionable evidence for policymakers, emphasizing the importance of using research findings to shape policies. The event also received media

attention from major outlets like the Ghana Broadcasting Corporation and Ghana News Agency, further amplifying its impact. This engagement reflects a growing recognition of the need for infrastructure investments that promote gender equality, economic empowerment, and nutrition, especially in vulnerable regions.

Mini Gallery: IINDWEGE Dissemination event in Accra, Ghana



Clarice Panyin Nyan, ICED research and evidence synthesis fellow, presents findings from the IINDWEGE project.



Market women contribute to the event, representing one of the target audiences for the dissemination event.



Cross sections of participants at the dissemination event including policy makers, research practitioners, Civil Society Organizations, and the general public.



ICED Gender Equity and Governance Project

The International Centre for Evaluation and Development (ICED) received funding from Hewlett Foundation to design Evidence-Based Decision-Making Products (EBDMPs) and tools that can promote high utilization of evidence in the Foundation's Gender Equity and Governance (GEG) initiatives in order to assist in producing high quality evidence that policymakers, development program professionals, and advocates can access, understand, and use. In order to support evidence information policy and practices, ICED aims to develop an Evidence and Gap Map (EGM), design an evidence portal, synthesize available evidence, publish evidence guides, guidelines, protocols, and checklists, and commission context-specific formative evaluation and efficacy studies.

ICED's overarching goal is to encourage the use of data to effectively guide the development of gender-responsive policies and solutions. The impact of interventions related to the Foundation's policy thematic areas in gender equity and governance - which may include Women's Economic Empowerment (WEE) and Inclusive Governance - on various outcomes of interest in the East and West African region will be identified, mapped, and summarized.

The phases of the proposed projects will specifically include the following tasks:

- To design Evidence and Gap Maps from existing evidence databases and studies and provide an overview of the existing evidence and gaps on the impact of gender responsive macro-level economic policies and inclusive governance policies and intervention on various outcomes of interest in East and West Africa.
- To create products for informed policy and action, Evidence-Based Decision-Making Products (EBDMPs), and tools to encourage the use of evidence in the Foundation's Gender Equity and Governance efforts in West and East Africa.
- To strengthen the dissemination and outreach of evidence for use beyond the EGM through platforms with policy makers, civil society organizations (including community-based groups), development partners, and other key stakeholders, in order to increase awareness, availability, accessibility, and affordability of evidence for adoption and advocacy.

Key Milestone 2024

To date, the research team has developed the pre-final versions of the EGM which is available on the website of ICED. The final version of the 2 EGMs will feature some summaries from the cells of the map. Additionally, the team is also working on developing other evidence-based products such as policy briefs and a network analysis from the map.

Climate Change Adaptation EGM

The escalating frequency and severity of climate change-induced disasters have dire consequences for billions of lives, livelihoods, and economies worldwide. Developing countries, particularly in sub-Saharan Africa (SSA), bear the brunt of these impacts due to their limited capacity to adapt. Enhancing climate change adaptation in SSA is pivotal not only for welfare improvement but also for realizing Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. However, a comprehensive overview of evidence on climate change adaptation across thematic areas and geographic regions in SSA is lacking, hindering effective adaptation strategy design.

The Science for Africa Foundation (SFA Foundation), supported by the Bill and Melinda Gates Foundation, is providing funding to the International Centre for Evaluation and Development (ICED) to develop an evidence and gap map on climate change adaptation in Africa. This project is geared toward bridging this knowledge gap by generating an Evidence and Gap Map (EGM) tailored to SSA's context.

The principal objective of the pioneering project is strategically designed to bridge this critical knowledge gap through the generation of a comprehensive EGM uniquely tailored to Africa's complex context. The two-year project is now at the due diligence stage. The revised budget, Results Management Framework (RMAF), Good Financial Grant Practice (GFGP) assessment forms have been submitted for approval and subsequently, the signing of contract by October 2023. Some of the proposed activities of the project would include, defining the scope (PICOS—Population, Intervention, Comparison, Outcomes, and Study Design) of the study, developing the search strategy, drafting the Protocol, screening and searching of studies, coding of eligible studies, and doing a bibliometric (network) analysis of included studies.

This EGM would be significant in serving as a guide in research and practice as well as aid in informed policy decision-making. Thus, as SSA's vulnerability to climate change intensifies, this project stands as a beacon of knowledge and action, dedicated to securing a more resilient and prosperous future for the region and its inhabitants.

Stakeholder Engagement Workshop on Climate Change Adaptation for Africa: An Evidence and Gap Map

The Stakeholder Engagement Workshop on Climate Change Adaptation for Africa, organized by the International Centre for Evaluation and Development (ICED) and supported by the Science for Africa Foundation (SFA Foundation), took place at the Institute of Statistical, Social, and Economic Research (ISSER), University of Ghana, on May 2, 2024. Attended by over 70 participants from academia, government, civil society, and NGOs, the workshop aimed to engage key stakeholders in refining the development of the Climate Change Adaptation Evidence and Gap Map (EGM) for Sub-Saharan Africa. This initiative seeks to provide policymakers with synthesized evidence to inform climate change adaptation strategies, focusing on interventions and outcomes within agriculture and other key sectors.

Dr. David Ameyaw, ICED President, opened the workshop with remarks emphasizing ICED's commitment to evidence-based decision-making and innovative research. He highlighted ICED's seven-year journey in generating evidence for African policy and its collaborative approach with various stakeholders. Dr. Ameyaw underlined the importance of evidence-informed interventions, particularly in addressing climate change adaptation, and stressed the role of stakeholders in shaping ICED's research to ensure its relevance to regional challenges. This was followed by remarks from Dr. Kwadwo Danso-Mensah, ICED's research director, who highlighted the organization's mission of supporting African-led research and innovation through grants and capacity-building.

The workshop included presentations on the methodology and significance of EGMs, led by Dr. Sheila Agyemang Oppong. Participants learned about the process of developing EGMs, which synthesize primary studies to provide clear, actionable insights for decision-makers. A key feature of the workshop was the group activity on climate change adaptation interventions and outcomes, where participants contributed ideas on practices such as afforestation, crop rotation, and irrigation, as well as outcomes like food security and livelihood enhancement. These interactive sessions helped to refine the Population, Intervention, Comparison, Outcomes, and Study Design (PICOS) framework for the EGM.

Breakout sessions further explored interventions in food security and livelihoods, allowing for more in-depth discussion on specific challenges and solutions. The feedback and discussions session highlighted the need for comprehensive definitions of interventions, expanded subcategories, and the inclusion of traditional indigenous practices. Dr. Ameyaw concluded the workshop by emphasizing the importance

of ongoing collaboration, announcing a follow-up session at the upcoming Evidence to Action (E2A) conference in July 2024. The workshop successfully established the premise for continued stakeholder engagement and the development of evidence-based tools to guide climate change adaptation policies across Africa.

Monitoring and Evaluation

Somalia National Evaluation Curriculum and Evaluation Guidelines Development

In the dynamic context of Somalia, where the challenges of governance, conflict, humanitarian efforts, and socio-economic development are ever-present, the urgent need for strong evaluation skills has become crucial in steering the nation towards sustainable development and resilience. There is a growing acknowledgment of the crucial role of informed evaluation in shaping policies and programs, with a greater focus on accountability and evidence-based decision-making as Somalia works towards rebuilding and strengthening its institutions. Yet, without a standardized and comprehensive evaluation curriculum designed for the unique challenges of Somalia, there is a gap in developing professionals and practitioners ready to handle the complexities of evaluation in this specific context. Having evaluation expertise is essential in Somalia, spanning across different sectors like government, non-governmental organizations, international aid agencies, healthcare, education, and infrastructure development.

Against this background, there is a clear need for evaluation guidelines and a comprehensive evaluation curriculum. The country has experienced long-lasting conflicts, dealt with weak governance structures, and managed humanitarian crises, highlighting the importance of a strategic and evidence-based approach to policy formulation and program implementation. Having strong evaluation skills is crucial in this scenario, as it plays a key role in making well-informed decisions and efficiently allocating resources, especially in post-conflict recovery and development projects. Moreover, the evaluation framework needs to consider Somalia's distinct socio-cultural landscape, diverse communities, and regional variations with sensitivity and relevance to the context. The proposed curriculum emphasizes addressing specific challenges in Somalia by integrating local perspectives, traditional knowledge systems, and community engagement strategies.

ICED developed a national evaluation curriculum and evaluation guidelines that ensure a comprehensive and tailored approach for the Somali context. ICED provided a solution with the following key components:

1. Foundational Principles and Theories:

Develop a curriculum and evaluation guidelines that cover the foundational principles and theories of evaluation, emphasizing their direct applicability to Somalia's diverse regions.

2. Methodological Diversity and Practical Application:

Design the curriculum to include a diverse range of evaluation methodologies, with a strong emphasis on practical application through real-world case studies and exercises. Ensure the content resonates with the challenges and opportunities specific to Somalia.

3. Adaptability to Local Contexts and Interactive Learning:

Outline guidelines for the curriculum's adaptability and customization to suit contexts within Somalia. Promote an interactive and participatory learning experience, considering the specific learning styles and cultural nuances prevalent in Somali communities.

4. Ethics, Cultural Sensitivity, and Social Equity in Somali Settings:

Specify the inclusion of modules focusing on evaluation ethics, cultural sensitivity, and social equity considerations. Ensure that these modules are tailored to the diverse regions of Somalia, promoting responsible and culturally sensitive evaluation practices.



Kick-off Event (14th July, 2024) of the National Evaluation Curriculum and National Evaluation Guideline Dev, Mogadishu, Somalia.

5. Technology Integration Aligned with Local Infrastructure: Provide a plan for the integration of technology tools for data management and analysis, aligning with the local technological infrastructure in Somalia. Address challenges and opportunities related to technology use, ensuring practical relevance in the Somali context.

6. Institutional Application and Continuous Improvement: Define the scope to include institutional application, offering training for professionals in governmental and non-governmental entities. Establish a mechanism for continuous improvement, allowing for ongoing updates to align with emerging trends, participant feedback, and the evolving landscape of evaluation practices in Somalia.

Partnership Strengthening and Diversification (PSnD)

Reflecting on initial case studies by the Partnership Strengthening and Diversity (PSnD) Demonstration Team at the Bill and Melinda Gates Foundation (Gates Foundation), a Monitoring, Learning and Evaluation (MLE) project was commissioned to serve as long-term research and learning effort to answer the question of how diversification of partnerships leads to greater impact. This MLE project has since been activated through a global consortium of partners with ICED leading the efforts for South and East Africa. This intentional selection of partners resonates with the context of the foundation (in terms of culture and evolving landscape of PSnD efforts), equitable partnership principles, as well as the needs and goals of this project.

An all-partner convening was held from 5th December 2023 to 7th December 2023 in Bangkok, Thailand. The convening laid the base for setting up different work streams, along with the various activities and emerging learnings from the project's inception phase.

Highlights of 2024

Over the course of the year, the consortium has been working on five major areas of activities.

Internal landscaping

The primary goal of this exercise was to understand how internal elements align with and support the foundation's PSnD and DEI initiatives, and how internal processes and structures can be improved to further these objectives.

External landscaping

The external landscaping activity was to assess how funders, comparable to Gates Foundation and other philanthropic organizations across diverse geographic areas and sectors, approach their partnership objectives.

Theory of Change and Action

The Theory of Change (ToC) and Theory of Action (ToA) are important building blocks for assessing how the foundation's partnership strengthening, and diversification efforts can yield greater and sustainable impact for its target geographies and communities.

Learning agenda and evaluation plan development

The consortium has developed a learning agenda consisting of three main hypotheses, focused on key impact pathways of the TOC, to generate evidence for and test various internal and external factors enabling and inhibiting intended results of partner strengthening and diversification efforts at the foundation.

Expanded Partner Data Findings

This product evolved from a decision-making rubric developed to identify "low-risk" products based on existing available data. The process involved reviewing internal Gates Foundation documents and creating a rubric of potential products that would help build towards the ongoing PS&D MEL efforts.

Learning Collaboratively

Evidence to Action (E2A) Conference 2024

ICED's Evidence to Action Conference is born out of evidence broking, which falls under one of ICED's strategic priorities of learning collaboratively. Evidence broking, specifically the Evidence to Action Conference, is aimed at providing a platform and opportunity for researchers and evaluators to support policy-making through sharing evidence.

The International Centre for Evaluation and Development (ICED) in partnership with the government of the host country in collaboration with other partners and relevant strategic stakeholders has been organizing the Evidence to Action Conferences on the African continent annually.

This year's E2A conference, with theme: "Resilience and Climate Change Adaptation" was held at the Institute of Statistical, Social and Economic Research (ISSER) Conference Hall, on the campus of University of Ghana, spanning five days from 22nd July to 26th July, 2024. The event attracted over 350 daily participants from businesses, academia, NGOs, and other sectors, with an additional 235 participants joining virtually. The conference featured more than 80 speakers, presenters, moderators, and discussants, and included delegates representing 25 countries. The countries represented were the United States of America, Germany, United Kingdom, Australia, Canada, South Africa, Kenya, Rwanda, Cameroon, Nigeria, Sudan, Uganda, Democratic Republic of Congo, Zambia, Burkina Faso, Benin, Côte d'Ivoire, Ethiopia, Malawi, Tanzania, Senegal, Somalia, Zimbabwe, Liberia, and Ghana, the host country.

The first two days of the E2A conference were dedicated to side events, which included a special session for young and emerging evaluators; a convening of the Advancing Local Leadership, Innovation, and Networks (ALL-IN) collaboration between ICED and Feed the Future Innovation Lab for Markets, Risk, and Resilience (MRR); and discussions on AGRA food systems, resilience and climate change adaptation in Ghana, the use of evidence-based decision-making products, and evidence synthesis using meta-analysis. These sessions provided researchers, policy makers, NGOs, and others with the opportunity to engage and build capacity in various topics.

The following three days were reserved for the main conference sessions and breakout sessions. The main conference featured plenary presentations and roundtable discussions on a variety of topics, while the breakout sessions allowed researchers to present findings from innovative research focused on climate change resilience and adaptation. Exhibition booths mounted at the conference showcased a variety of scientific innovations and climate change adaptation practices. These booths also featured displays of local artifacts, providing participants with opportunities to explore innovative solutions and engage with local culture. The exhibits highlighted practical approaches to climate resilience and adaptation, offering attendees a chance to learn and network in an interactive environment.

Prof. Peter Quartey, Director of ISSER, opened the main conference by welcoming delegates with the welcome address delivered by Prof. Nana Aba Appiah Amfo, Vice Chancellor of the University of Ghana. Dr. David S. Ameyaw, President & CEO of ICED, presented the objectives and expectations of the conference. Special remarks were made by Prof. Kwaku Appiah-Adu, Special Advisor, Vice President's Secretariat, Office of the President, Ghana; Dr. Emmanuel Marfo, Chairman, Parliamentary Select Committee on Environment and Science, Ghana; Prof. Elvis Asare-Bediako, Vice Chancellor, University of Energy and Natural Resources; Dr. Namanga Ngongi, Board Chairman, ICED; and Dr. Evans Aggrey-Darkoh, Head of Civil Service, Ghana. Andrew Read, Economic Growth Office Director of the USAID Mission in Ghana, also addressed the delegates, and Hon. Ophelia Mensah Hayford, Minister for Environment, Science, Technology and Innovation, Ghana (MP, Mfantseman Constituency) delivered the keynote address and official opening.

The Minister for Sanitation and Water Resources, Ghana, Hon. Lydia Seyram Alhassan—also MP of Ayawaso West Wuogon—delivered a congratulatory message and closed the conference.

Key Outcomes of the Conference

The conference was successful, with key outcomes including a renewed commitment from participants to evidence-based decision-making and policy recommendations on resilience and climate change adaptation measures.

Mini Gallery: Evidence to Action 2024 in Accra, Ghana



Dr. Howard White engages young conference attendees during pre-conference sessions.



Dr. Ophelia Mensah Hayford cuts the opening ceremony ribbon.



Professor Felix Ankomah, Dr. Justina Onumah, and Professor Robert Osei pose for photo.



A panel session on climate justice, with a mix of Global North and South experts.



Sophie Javers and Professor John Kuwornu prepare for a side workshop.



Conference delegates look on during a panel presentation.



A conference attendee speaks up during an open panel session.



Dr. Ameyaw, Professor Quartey, & Betty Annan speak at opening press conference.



Young conference delegates enter the auditorium for pre-conference workshops.

E2A 2025

Next year's Evidence to Action Conference and Exhibition will be held again in Accra, Ghana.

Stakeholder Engagement Workshop on Making Better Use of Evidence for Sustainable Development and Policy—EBDMP

The Stakeholder Engagement Workshop on Making Better Use of Evidence for Sustainable Development and Policy (EBDMP), held on July 22, 2024, at ISSER, University of Ghana, aimed to enhance participants' ability to integrate evidence-based decision-making (EBDM) tools into policy processes. Attendees included policymakers, researchers, and practitioners focused on improving sustainable development through the use of evidence in policy-making. The workshop emphasized the need for evidence-informed decisions to address development challenges, and its objectives included raising awareness of EBDM tools, promoting collaboration among stakeholders, and offering hands-on training in practical applications.

The opening session, led by Dr. David S. Ameyaw and Ousseynou Ngom, from the Hewlett Foundation, focused on the opportunities and challenges of evidence-informed policy-making. Discussions underscored the importance of reliable data for shaping effective policies, with examples provided on how scientific research and data have positively influenced policy decisions. Dr. Fatu Badiane, from Science for Africa Foundation, also highlighted how innovation and research are being leveraged across Africa to drive sustainable development. Participants were encouraged to advocate for policies that support science and innovation to improve societal outcomes.

In-depth sessions covered the evolution of EBDM tools, led by Dr. Howard White, who demonstrated how tools like Evidence and Gap Maps (EGMs) could visualize existing data and identify gaps in various policy areas. A hands-on component allowed participants to explore these tools, emphasizing their practical applications in real-world policy-making. Evidence synthesis techniques, such as systematic reviews and meta-analyses, were also introduced, along with strategies for developing policy briefs to translate research findings into actionable insights for decision-makers.

The workshop concluded with several key outcomes: participants gained a deeper understanding of EBDM tools, enhanced their skills in evidence-informed policy-making, and built stronger networks for future collaboration. Recommendations for future workshops included providing more sector-specific case studies, allocating more time for practical sessions, and offering follow-up support to reinforce the learning. Overall, the workshop successfully equipped participants with the tools and knowledge necessary to improve the integration of evidence into sustainable development policies.

Methods of Meta-Analysis Workshop—Training on Making Better Use of Evidence for Sustainable Development

“Training on Making Better Use of Evidence for Sustainable Development – Methods of Meta-Analysis,” organized by the International Centre for Evaluation and Development (ICED), took place on July 23, 2024, at the University of Ghana. The workshop, attended by nearly 100 participants from academia, public institutions, and civil society organizations, was designed to enhance the capacity of researchers and policymakers in utilizing meta-analysis techniques. The event was led by experts like Prof. Hugh Sharma Waddington and Dr. Sheila Agyemang Oppong, who highlighted the importance of evidence synthesis in shaping effective and sustainable development policies. The training aimed to address the growing demand for reliable, generalizable conclusions from multiple studies, which can inform decisions impacting global development goals.

The course covered key methodological concepts essential for conducting meta-analyses. These included the calculation of effect sizes, understanding the differences between fixed and random effects models, and the application of meta-regression to explore study heterogeneity. The workshop also addressed the issue of publication bias and demonstrated methods for detecting and correcting such biases, ensuring more accurate and reliable results. Participants were guided through practical applications, working with

real-world datasets related to Water, Sanitation, and Hygiene (WASH) programs, using tools like Microsoft Excel and Stata.

Practical sessions formed a significant part of the training, where participants applied the theoretical knowledge gained in analyzing and interpreting data. They practiced estimating effect sizes, conducting meta-analyses using fixed and random effects models, and performing meta-regression to explore how study characteristics influenced the outcomes. These sessions enabled participants to replicate the methods in their own research work, ensuring the relevance and applicability of the skills acquired to real-world policymaking challenges in sustainable development.

The workshop concluded with remarks from Dr. Kwadwo Danso-Mensah, Research Director at ICED, who emphasized the importance of the skills gained in driving evidence-based policymaking. Participants left the workshop equipped with the knowledge to apply meta-analysis methods in their future work, contributing to the evaluation of development interventions. The training was successful in meeting its objective of empowering participants with advanced techniques that will enhance the robustness and equity of policies, ultimately leading to more effective interventions for sustainable development.

Mini Gallery: Methods of Meta-Analysis Workshop



Promise Nduku and Yaw Osei-Asare discuss during a pre-conference workshop.



Workshop attendees listen to the workshop facilitators.



Workshop participants work on the assignment given to them.



Professor Hugh Sharma Waddington speaks to a workshop participant.



Clarice Panyin Nyan introduces the workshop plan and concept.



Dr. David Ameyaw addresses workshop participants.

Our Partners

We, at ICED, extend our deep appreciation to our donors and partners for their resolute support and partnership.

- Feed the Future Innovation Lab for Market, Risks and Resilience, University of California, Davis
- Bill and Melinda Gates Foundation (BMGF)
- Hewlett Foundation
- Campbell Collaboration
- Global Development Network (GDN)
- Committee on Sustainability Assessment (COSA)
- Institute of Statistical, Social and Economic Research (ISSER), University of Ghana
- Sankofa Consulting
- Government of Somalia
- Science for Africa Foundation
- Feed the Future Innovation Lab for Legume System Research, Michigan State University (MSU)



FEED THE FUTURE INNOVATION LAB
FOR MARKETS, RISK & RESILIENCE



SANKOFA
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Our Financials

International Centre for Evaluation and Development, Inc.
Consolidated Statement of Financial Position for the Year Ended
31 December 2023 and 2022

	2023	2022
	USD	USD
Assets		
Cash and cash equivalents	838,487	712,778
Accounts Receivable and Prepaid Expense	12,573	26,097
Property and equipment, net	38,220	38,175
Total assets	889,280	777,050
Liabilities and Net Assets		
Accounts payable and accrued expenses	41,374	53,467
Total liabilities	41,374	53,467
Net Assets		
With donor restrictions	1,006,715	697,630
Without donor restrictions	(158,809)	25,953
Total net assets	847,906	723,583
Total liabilities and net assets	889,280	777,050

International Centre for Evaluation and Development, Inc.
Consolidated Statement of Financial Position for the Year Ended
31 December 2023 and 2022

	2023			2022
	Without Donor Restrictions	With Donor Restrictions	Total	Total
	USD	USD	USD	USD
Revenue				
Contract Income	200,845	-	200,845	388,213
Grant Income	-	2,233,156	2,233,156	2,117,030
Other Income	8,884	-	8,884	9,437
Total revenue, support, and gains	209,729	2,233,156	2,442,885	2,514,680
Expenses				
Program services expense				
Direct program expenses	104,784	2,232,195	2,336,979	2,245,130
Total program service expenses	104,784	2,232,195	2,336,979	2,245,130
Supporting services expense				
Employment expenses	47,105	-	47,105	68,595
Administrative expenses	205,570	-	205,570	152,779
Establishment expenses	37,032	-	37,032	44,229
Total supporting services expenses	289,707	-	289,707	265,603
Total expenses	394,491	2,232,195	2,626,686	2,510,733
Change in Net Assets	(184,762)	961	(183,801)	3,947
Net Assets, Beginning of Year	25,953	775	26,728	22,781
Net Assets, End of Year	(158,809)	1,736	(157,073)	26,728

International Centre for Evaluation and Development, Inc.
Consolidated Statement of Financial Position for the Year Ended
31 December 2023 and 2022

	Program Services	Supporting services expense				2023	2022
	Direct program expense USD	Administrative expenses USD	Employment expenses USD	Establishment expenses USD	Supporting services expense Total USD	Total Expenditure USD	Total Expenditure USD
Consultant fees	75,091	15,725	-	-	15,725	90,816	163,563
Grants awards disbursed	992,712	-	-	-	-	992,712	1,401,283
Travel expenses	-	50,852	-	-	50,852	50,852	31,392
Program implementation expenses	537,468	-	-	-	-	537,468	539,845
Conference Expenses	-	-	-	-	-	-	48,263
Other program expenses	304,482	-	-	-	-	304,482	-
Bank charges and fees	-	16,603	-	-	16,603	16,603	14,074
General expenses	-	32,903	-	-	32,903	32,903	21,080
Licenses and permits	-	10,755	-	-	10,755	10,755	5,003
Motor vehicle expenses	-	-	-	-	-	-	-
Subscriptions	-	7,354	-	-	7,354	7,354	5,749
Accounting fees	-	-	-	-	-	-	-
Audit fees	-	12,726	-	-	12,726	12,726	16,407
Forex gains/losses	-	(10,091)	-	-	10,091	- 10,091	20,951
VAT and levies expenses	-	-	-	-	-	-	-
Transport expenses	-	3,039	-	-	3,039	3,039	3,256
Medical Insurance & Expense	-	17,204	-	-	17,204	17,204	13,275
Legal and professional fees	-	3,785	-	-	3,785	3,785	198
Media Management	-	-	-	-	-	-	41
Donation	-	355	-	-	355	355	7,946
Printing & Collateral	-	190	-	-	190	190	345
Director Expenses	-	44,170	-	-	44,170	44,170	6,360
Director compensation & benefits	-	-	-	-	-	-	-
Board Expense	-	-	-	-	-	-	500
Salaries and staff expenses	427,226	-	47,105	-	47,105	474,331	160,447
Payroll expenses	-	-	-	-	-	-	323
Depreciation	-	-	-	6,858	6,858	6,858	5,497
Loss on disposal	-	-	-	-	-	-	4,332
Rentals & service charges	-	-	-	20,308	20,308	20,308	33,033
Repairs and maintenance	-	-	-	1,430	1,430	1,430	1,367
Utilities & communication expense	-	-	-	5,426	5,426	5,426	4,515
Fuel	-	-	-	675	675	675	147
Website development & management	-	-	-	2,335	2,335	2,335	1,540
Total expenses by function	2,336,979	205,570	47,105	37,032	289,707	2,626,686	2,510,732

Our Management



David S. Ameyaw
President & CEO



Blessing Mhosva
Chief Finance Officer



Kwadwo Danso-Mensah
Director of Research



Seth Kugblenu
Director of Communications



James Antwi
*Director of Monitoring and
Evaluation/Business Development*

Research and Publications

- Successful submission and acceptance of the Title Registration Form (TRF) by Campbell Collaboration: Evidence and Gap Map of Climate Change Adaptation interventions for enhancing Food and Nutrition Security and Livelihoods in sub-Saharan Africa
- Successful submission and acceptance of the Title Registration Form (TRF) by Campbell Collaboration: Interventions to promote Inclusive Governance for underserved population in sub-Saharan Africa: An Evidence and Gap Map
- Successful submission and acceptance of the Title Registration Form (TRF) by Campbell Collaboration: Gender-responsive macro-level policies and women's economic empowerment in sub-Saharan Africa: An Evidence and Gap Map
- PROTOCOL: "The impact of infrastructure on low-income consumers' nutritious diet, women's economic empowerment, and gender equality in low- and middle-income countries: An Evidence and Gap Map" has been published in the Campbell Systematic Review Journal
- PROTOCOL: Interventions to promote inclusive governance for underserved population in sub-Saharan Africa: An Evidence and Gap Map has been submitted to Campbell Systematic Review Journal for publication
- PROTOCOL: Gender-responsive macro-level policies and women's economic empowerment in sub-Saharan Africa: An Evidence and Gap Map has been submitted to Campbell Systematic Review Journal for publication
- The impact of infrastructure on low-income consumers' nutritious diet, women's economic empowerment, and gender equality in low- and middle-income countries: An Evidence and Gap Map" technical report has been submitted to Campbell Systematic Review Journal for publication