Evaluation Conclave 2013: Evaluation for Development

Outreach and Communication Report

Community of Evaluators
4 March 2013

Evaluation for Development

Evaluation Conclave 2013

26th February to, 1st March - Kathmandu, Nepal

Executive Summary

The Second Evaluation Conclave was organised by Community of Evaluators (CoE), in conjunction with Community of Evaluators Nepal (CoE-Nepal), in Kathmandu from 26th February to 1st March 2013. Catalyst Management Services (CMS) is the host organisation for CoE. The Theme of the conclave was "Evaluation for Development" emphasizing that evaluation should ultimately make a difference in the lives of people. Cross-cutting themes were Participation, Practices, Policies and Utilization.

The objective of this conclave was to bring together thinkers, commissioners, and practitioners of evaluation in an interactive forum to discuss, deliberate and share advancements in the theory and practice of evaluation. Over three hundred evaluators from 18 countries congregated in Kathmandu with this objective in mind.

A total of five keynote speeches were delivered at the Conclave. Ms. Katherine Hay, an independent and renowned evaluator who was integral to the founding of CoE and is now a Governing Board member, spoke on the topic of Why Does Evaluation Matter. Speaking on the importance of evaluation for development, Ms. Hay emphasised that we must "Measure what we treasure".

Dr. Robert Chambers explored Opportunities and Challenges in Evaluation. He covered the benefits and drawbacks of participatory approaches to evaluation, and focussed on the question of whose power and whose questions evaluators are seeking to answer.

Dr. Michael Patton shared ten innovative developments in evaluations, and discussed how statistics can guide policy building; this is why evaluation matters.

Dr. AK Shiva Kumar emphasised the importance of using a cost-benefit analysis approach to interventions, and shared how calculating the cost of inaction is a convincing tool for policy advocacy.

Ms. Chandni Joshi shared her experiences of working in Evaluation for over 25 years, and reviewed the lessons she has learned and applied in her work.

A wide array of three or six-hour long capacity-building workshops was held during the course of the conclave. The following 15 workshops took place over the 4 days:

- Equity Focused Evaluation
- Outcome Mapping
- Real World Evaluation
- Ethics in Evaluation
- Getting Published
- Appreciative Inquiry
- Evaluation Learning Collaboratives
- Participatory Evaluation
- Impact Evaluation: Theory and Practice
- Transformative Evaluation – Mixed Methods
- Growth, Equity and Resilience
- How to Manage Evaluations

- Program Logic and Linkages Tool (PRoLL)
- Theory of Change
- Use and Usability of Evaluation

Panel sessions were held to share new developments in evaluation and discuss pressing issues. The Evaluation Conclave 2013 featured 30 panels with various experts on topics including:

- Evaluation Capacity Building
- Participatory approaches to Evaluation Communication for Development (C4D): What are the implications for sustainable and inclusive development?
- Public Sector Evaluations: Policies, Practices and Learning
- Information and Communication Technology (ICT) for M&E
- Achieving Use and Utilisation of Evaluation
- Climate Change M&E
- Evaluation in Conflict Zones
- Experience of Regional Evaluation Organisations
- Fit for Purpose? Evaluations, Evidence and Policy Influence
- Internalised Self-Evaluation for Sustainable Performance Improvement
- Reflections on Gender Equality in Evaluations
- The Policy and Practice of Project Evaluation in Nepal: Government Perspectives

In addition, 6 short sessions of 1-hour length were held at Evaluation Conclave 2013. These sessions allowed for greater interaction and more freedom for presenters regarding formats:

- Design Clinic – Breakthrough Early Marriage
- Expert Lecture – Evaluation Capacity Building using a Multidimensional Approach
- Evaluating training programmes by UNEDAP
- Executive Programs on Evaluation for Development
- The Value and Contribution in a Network Society
- Why Theory of Change matters for impact evaluation by 3ie

Two book launches were also held at the Conclave.

A distillation of voices emerging from the conclave and important breakthroughs, as well as distinct paths for moving forward, were prepared and shared by Catalyst Management Services at the conclusion of the Conclave. The ways forward include deepening and carrying forward the conversations that were started at the Conclave, better marketing for the CoE, and developing policies, standards and ethics around evaluation and institutionalisation of evaluation in Government and with large donors.

A donors' and partners' meeting held at the conclusion of Evaluation Conclave 2013 helped bring into focus the important lessons for the next Conclave.

Contents

Abbreviations and Acronyms

ASK – Association for Stimulating Know How

BRAC – Bangladesh Rehabilitation Assistance Committee

CoE – Community of Evaluators

CMS – Catalyst Management Services

CLEAR – Center for Learning on Evaluation and Results

CeDRE - Centre for Documentation, Research & Experimentation on Accidental Water Pollution

CEPA – Comprehensive Economic Partnership Agreement

CoE Nepal -   Community of Evaluators – Nepal

DECI – Development Evaluation Capacity in ICTD projects

IDRC – International Development Research Centre

ISB – Indian School of Business

ICRW – International Center for Research on Women

IPID - Interdisciplinary Perspectives on International Development

IOCE – International Organisation for Cooperation in Evaluation

ISST – Institute of Social Studies Trust

IAMR – Institute of Applied Manpower Research

ICTD – Information & Communication Technologies for Development

IPID - Interdisciplinary Perspectives on International Development

3iE – International Initiative for Impact

ODI – Overseas Development Institute

RECOFTC – Center for People & Forests

RMIT – Royal Melbourne Institute of Technology

SEA Change CoP – South East Asia change Community of Practice

SLEvA – Sri Lanka Evaluation Association

VOPE – Voluntary Organisation of Professional Evaluators

1. Introduction

The Second Evaluation Conclave was organised by Community of Evaluators (CoE), in conjunction with Community of Evaluators Nepal (CoE-Nepal), in Kathmandu from 26th February to 1st March 2013. Catalyst Management Services (CMS) is the host organisation for CoE. The Theme of the conclave was "Evaluation for Development" emphasizing that evaluation should ultimately make a difference in the lives of people.

Evaluation is particularly critical in the context of South Asia, home to complex social structures, high rates of poverty, gender discrimination, dynamic forces of globalization sweeping traditional societies and numerous development projects for the large populations of this region. Innovative evaluation approaches and practices are particularly important in such complex contexts.

Though our focus is on the situation in South Asia, we sought to include broader experiences where comparative learning and lessons are offered.

There are many reasons for which evaluations are commissioned – for accountability, for learning, to understand what works and what doesn't, for utilization and influence. These are not mutually exclusive and indicate the varied potential uses and value of evaluation. The theme 'Evaluation for Development' hoped to draw out and share innovations in methods, approaches, capacity building and use with a special focus on the participation of civil society, local institutions and persons who are affected by the various projects being evaluated.

The Conclave provided a platform and encouraged South Asian evaluators as well as others to share and learn from each other and contribute to evaluation field building in the region.

Sessions in the conclave sought to address issues of Participation, Practices, Policies and Utilization, while providing space for a variety of methods to be discussed. In order to weave the theme of development through the sessions, the following sub-themes were also identified: poverty alleviation; agriculture, food security and nutrition, gender and iniquities; environment; and governance and social accountability.

2. Ways Forward

Shiv Kumar, founder and director of Catalyst Management Services, presented Ways Forward for the CoE and all conclave attendants at the conclusion of Evaluation Conclave 2013.

The following 6 areas were identified as ways forward:

- The conclave is the start of a conversation; deepen it through online and offline events on specific thematic areas;
- Market CoE better; and build on its vibrancy and diversity;
- Work on developing policies, standards and ethics around evaluation and institutionalisation of evaluation in Government and large donors;
- Help set standards and constantly raise them; by demonstrating, recognising and show-casing high quality, high impact work;
- Strengthen CoE's relationship and contributions with key countries like Afghanistan, Pakistan and Bhutan;
- Build capacities – on specific areas, through innovative ways, in scale.

The following Key Messages were brought out from Conclave 2013:

- Evaluation should ultimately make a difference to the lives of people;
- Our job as evaluators is to advocate that hte findings are utilized, to move away from transactional relationships, and to break the boundaries of evaluator and programme implementer/community;
- Good policy making is about identifying interventions that work in the most cost-effective way;
- Traditional cost-benefit analysis only captures the components that can be quantified and monetized. There is a need to move away from this and consider an entire matrix of benefits that may also be non-quantified and non-monetized;
- Equity –focused evaluation should be advocated with the commissioners and donors regardless of whether the program is equity focused.

1Shiv Kumar presents Ways Forward

Through the sessions, it became apparent that there are certain shifts in paradigms taking place:

Fear to Learning

Mandatory to Owned

External Evaluation to Internalised Evaluation

Design at the end to Design at the start

Supply driven to Demand driven

Doing Evaluation to Using Evaluation

It also became clear that there new areas of thought are emerging out of the evaluation practice in South Asia:

- Feminist Evaluation;
- Studying complexity and systems;
- Evaluating principles, strategies and policies;
- Professionalising evaluation associations, linking them, and the role of VOPEs;
- Visual data; and
- Equity focus.
- Using ICT effectively.

3. Feedback

A survey was completed by 123 of the 316 participants of the Conclave. This chapter provides a summary of the of the quantitative and qualitative feedback collected from the surveys. A sample feedback form, designed by CoE members, can be found in Annexure III. The form has been designed to provide the participants' overall impression of the Conclave, as well as to allow participants to give their opinions on sessions and speakers.

3.1 Participants

A total of 316 individuals registered for Evaluation Conclave 2013. Participants included independent evaluation practitioners, donor agencies, evaluation institutions, and academicians. It was very positively noted that three members of parliament also attended this Conclave.

Close to 40% of the total number of participants were directly involved in the sessions of the conclave, by being part of a session or by being an organiser. A breakdown of the roles of the 316 participants is provided below:
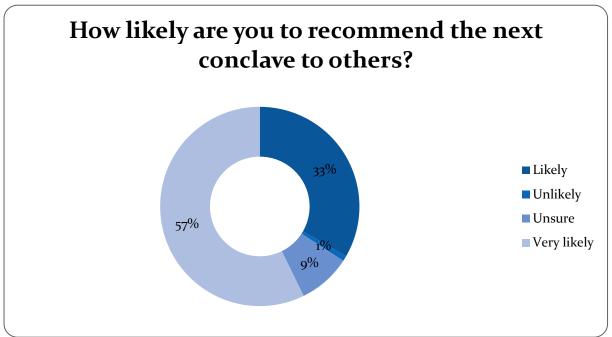
Table 1: Role of Participants

Role of Participant	Individuals
Workshop leaders and co-facilitators	20
Panelist	71
Keynote speakers	6
Other organisers	12
Participants	207
Total	**109**

3.2 Overall Impression
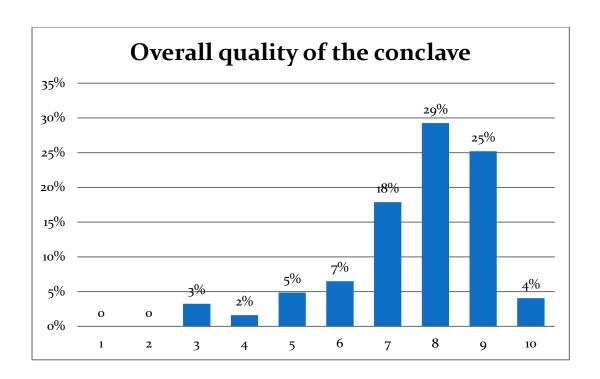
The broad feedback from the 123 respondents was very positive. A total of 119 individuals responded to the question on how likely they are to recommend the next conclave to others. Of these 119 respondents, 69% said that they would be interested in attending the next Conclave, and 87% of all respondents said that they would be likely or very likely to recommend the next Conclave to others.

The chart below illustrates the breakdown of participants' responses on how likely they were to recommend the next Conclave:

How likely are you to recommend the next conclave to others?

33%

1%

9%

57%

- Likely
- Unlikely
- Unsure
- Very likely

One person responded that they were unlikely to recommend the next Evaluation Conclave. As part of the feedback, this person recommended that more workshop-specific information be shared before the Conclave, and that logistics for lunch could be better organised.

A total of 116 individuals responded on the overall quality of the Conclave. Participants were asked to rate the quality of the Conclave on a scale of 1 to 10, with 1 being very poor and 10 being excellent. The overall quality of the Conclave was rated highly by the majority of the respondents, with 54% giving the Conclave an overall score of 8 out of 10, or higher. Of the 4 individuals who gave the Conclave a score of 3, 2 had also responded that they would be very interested in attending the next Conclave, and very likely to recommend the next Conclave to others. This suggests that the scoring system was not clear to the respondents, or that there was an error in answering this question.

Overall quality of the conclave

Rating	Percentage
1	0
2	0
3	3%
4	2%
5	5%
6	7%
7	18%
8	29%
9	25%
10	4%

3.3 Sessions

The individual sessions of the Conclave were well-attended. The qualitative data suggests that the keynote speeches were the best liked, with Robert Chambers' and Michael Q Patton's keynote being the most popular. Participants were asked to select their three favourite sessions. There were 290 responses. The mostRobert Chambers' workshop on Participatory Evaluation was the most popular session, with 24 respondents listing it as their favourite workshop. Of the 5 top-rated workshops, 4 were repeated from the last Conclave. However, qualitative data and informal feedback had provided negative feedback towards the repeated workshops and speakers. It is important for the organisers to note that there must be a broad range of new, as well as popular repeated workshops.

Session Title	Number of Votes
Participatory Evaluation	24
Climate Change Adaptation M&E - Complexity and Attribution	13
Theory of Change	11
Outcome Mapping	7
Evaluation Capacity Building	6
ICT for M&E	6
Systematic Reviews in International Development	6
Equity and Resilience	5
Equity Focused Evaluation	5
Impact Evaluation: Theory and Practice	5
Internalised Self-Evaluation for Sustainable Performance Improvement	5
Leveraging Data and Technology to Enhance Implementation and Uptake of Impact Evaluations -AidData	4

3.4 Speakers

The overall quality and diversity of the speakers was appreciated by the respondents, with 24 respondents listing either the diversity of speakers or the expert speakers as one of their most liked aspects of the Conclave. Four of the main keynote speakers had the most number of people vote for them as their favourite speakers. Individuals were asked to select the top 3 speakers. There were 184 responses to this question. The top 10 selections are shown in the table below. Of the 10 most voted for speakers, 8 had been present at the previous Conclave as well.

The following speakers were most often voted for:

Names	Number of Votes
Robert Chambers	39
Katherine Hay	16
Michael Quinn Patton	16
AK Shiva Kumar	15
Patricia Rogers	11
Jim Rugh	8
Howard White	7
Brad Cousins	6
Donna Mertens	6
John Floretta	6
Michael Bamberger	6

3.5 Areas for improvement

While there was a diverse group of attendants from South Asia and around the world, the presence and contributions from Afghanistan was missed. Despite the best efforts from CoE Secretariat and CoE Nepal, a few participants from Afghanistan were unable to obtain a Visa to Nepal, and could not attend the Conclave. It is important to ensure to participation from all countries of the South Asian region.

There was mixed feedback about certain aspects of the Conclave, suggesting that certain areas will need to be balanced. Some of the common tensions that were brought up included:

1. A "world-class" venue that is able to support multiple streams vs. a less expensive venue to reduce registration fees and be more suited to the content;
2. Well-known and published workshop leaders vs. more upcoming workshop leaders from the South Asian region; and
3. Longer workshop sessions to allow longer discussions vs. shorter workshop sessions.

4. Management of the Evaluation Conclave

The Evaluation Conclave was managed by a number of organisations and individuals, including: Catalyst Management Services, host organisation and Secretariat of the CoE; Idobro, the Event Manager; CoE Nepal; CoE; and representatives from the Partner organisations.

In the planning phase of the Conclave, the CoE had organised Task Teams to help with different areas of Conclave management. The following Task Teams were created: Resource Allocation; Marketing and Outreach; Media; Event Management and Logistics; and Content Development. Each Task Team, comprising of approximately 3 CoE members, provided support in their designated areas, as well as guidance to the Secretariat. The members of the Task Teams and the SAT can be found in Annexure VI.

In addition to the Task Teams, the Secretariat was guided by the CoE Strategic Advisory Team (SAT). The SAT was an advisory and decision-making body for the CoE, constituted to push the work for Phase II and to act as a reference point for the Secretariat. As of March 2013, the Governing Board is now the main decision-making authority of the CoE.

During the Conclave, a core team was called together by the Secretariat in order to take regular feedback and immediate action to important issues. The core group was not formed to replace any of the roles already undertaken by other management teams.

The core group met every day for at least one hour to take stock of how the day's proceedings went, and to plan for the next day. Feedback and required changes were brought to the meeting, and any emerging issues were discussed, and solutions found. The following groups or individual were part of the core group:

- CoE Nepal;
- Leaders of the Task Teams;
- Representatives of Conclave Partners, including: IDRC, Rockefeller Foundation, CLEAR, Pact, EvalPartners, and 3ie;
- Katherine Hay; and
- Shiv Kumar and Sandip Pattanayak from the CoE Secretariat.

The core group allowed for immediate action on feedback.

5. Post-Conclave Meetings

5.1 Donors and Partners Meeting

The CoE invited donors and partners to a feedback meeting following the conclusion of Evaluation Conclave. The meeting was held on 1st March from 3pm to 6pm in the Hyatt Regency Hotel in Kathmandu. It was attended by CoE members, as well as representatives from UNDP, Action Aid, UN Women, SEA Change, Rockefeller Foundation, CLEAR, Mine Action, UNICEF, and EvalPartners.

The meeting began with presentation by the Secretariat on the status of Evaluation Conclave 2013 regarding the participants profiles, registration fees, event management and logistics, marketing, media, and funding. It was very positively noted that 3 members of parliament attended this Conclave and had made plans to follow up on evaluation as a direct result of their experiences.

General comments from the donors and CoE members included:

- Inclusiveness was promoted, and different perspectives were given voice, regardless of professional positions when it came to particular methodologies;
- There was a focus on gender / equity throughout the Conclave;
- The effort to reach out to the evaluation community was evident in the variety of participants;
- CoE members were kept involved throughout the Conclave preparations, helping to build ownership;
- Organisers were nimble in the face of unpredictable numbers and the Conclave was well managed by the Secretariat and the organisers.

The participants of the meeting also provided some areas for improvement:

- Broader thinking about venues: while logistic support may be required from 5-star hotels, they may not be appropriate for discussing development issues.
- Content: some workshops were repeated and the depth of learning was not always appropriate for the participants;
- Participation: the registration fees would have been prohibitively expensive for many. How can we strike a balance between holding less expensive events and attracting the top experts in evaluation?
- Outreach: more intensive outreach should be made to countries like Afghanistan, Bhutan, and the Maldives.

The suggestions were discussed and will be incorporated in CoE's planning for further events.

5.2. CoE Post-Conclave Meeting: Visioning and Goals

The CoE held a face-to-face meeting following the Conclave. The meeting was attended by CoE members, donors and partners, and members of the Secretariat. The goal of this meeting was to review the feedback from the Conclave, focus on the long-term goals of the CoE, and develop a blue-print for achieving these goals. The visioning exercises were developed with assistance from EvalPartners. The complete Minutes for this meeting can be found in Annexure IV.

The **objectives** of the meeting were as follows:

1. Get to know the new members and integrate them with new members
2. Structure of the Board, and beyond the Board
3. Roles and Capacity of the Board
4. Role of the Secretariat
5. Revisit and refine the tasks, as the membership has increased and some tasks may be bigger, with a greater need to engage members
6. Clear idea of focus areas for phase II
7. Commitment and leadership, and responsibilities, of members for different tasks
8. Agree on way forward
9. EvalPartners' role in CoE.

At the conclusion of the day-long meeting, which included an appreciative inquiry session, the CoE members had identified four areas of focus. Goals were established for the four areas, and shorter objectives for meeting the goals. The four areas were: Creating Networks; Knowledge Building and Management; Building Enabling Environments; and Institutional Strengthening. A Task Team was developed to help meet the objectives in each area. Each Task Team also had a volunteer Task Team coordinator and a Board member. The Coordinator was given the responsibility of convening the first meeting of each Team, and the Board member was tasked with providing advice.

Below is provided the Goals and Actions for each of the 4 Task Teams:

SN	Task Group	Goals	Who should be Involved	Within one year
	Goals and Actions for the CoE Task Groups			
1	**Creating Networks**	1. At least one specific entity should be identified for each country which would be a partner for CoE, with a clear arrangement of roles and responsibilities. 2. Ensure the participation of a majority of members. Develop a mechanism for collaboration and knowledge sharing. 3. Positions in international associations should be filled by CoE members, and vice versa. This would create a strong link. Dual / combination memberships with members of other organisations should also be encouraged. Additionally, programmes for mutual learning and benefit should be developed with other VOPEs.	1. Representatives from each country involved with CoE; 2. Potential members or members of CoE with the required skills and expertise for reaching the goals of the task team.	1. Identify ecosystems, players, stakeholders, and groups who can partner with the CoE in the national, regional, and international arenas; 2. Create an outreach plan for interacting with the identified groups; 3. Select "connectors" within the CoE to help build networks.

2	**Knowledge Building and Management**	1. Build new knowledge in M&E within the region through research and documentation 2. Document good practices as well as dilemmas and challenges relevant to the South Asian context 3. Build and operate forums to discuss and debate issues of evaluation in South Asia 4. Build and operate forums and platforms to share and disseminate knowledge and experiences of evaluators in South Asia	1. Secretariat; 2. Task Team; 3. Members; 4. Group of experts.	1. Set up a group of experts; 2. Send out a call for documentint good practices and innovations relevant to the South Asian context; 3. Review and re-work on interactive features of the website; 4. Make Newsletter more participatory; 5. Promote CoE and work of members through social media;
3	**Building Enabling Environments**	1. Partner with Policy Makers, including National Planning Commissions, Development Ministries, Parliamentarians, and Media. 2. Identify champions in the region who would work with CoE 3. Develop advocacy material	1. Task Team members; 2. Identified Champions in the public sector who will work with CoE to accomplish the goals of the Task Team; 3. Members of partner VOPEs; 4. Secretariat.	1. Develop a concept paper on "why you need a policy"; 2. Organise a workshop with policy makers; 3. Identify and engage with champions; 4.Develop a model policy; 5. Develop advocacy material;
4	**Institutional Strengthening**	1. Develop and review membership policy – attracting more members from different countries etc. 2.Relationship between CoE SA and regional partners – develop a working mechanism between the two groups 3. Forming task teams 4. Develop principles and a value system for CoE 5. Defining a programme policy for CoE - events, systems for KM etc 6. Knowledge Management aspect - develop strategic plan 7. Develop a resource mobilisation plan 8. Evaluation of CoE in a year to see whether the goals have been met.	1. Task Team members; 2. Broader CoE Membership; 3. An expert on systems; 4. An expert on fund management and fund raising.	1. Assign roles for each member of the task group; 2. Explore further funding post-Evaluation Conclave; 3. Develop Action Plans for each task team. 4. Explore how to best leverage resouces available to CoE through partner organisaitons. 5. Develop ToRs for experts.

6. Keynote Addresses

6.1 Katherine Hay, Why Does Evaluation Matter?

Katherine Hay's keynote speech was held on the first day and set the tone for Evaluation Conclave 2013: Evaluation for Development. She addressed the two questions - Why does Evaluation Matter? And How Can we Make it Matter More?

Ms. Hay emphasised that evaluations must be relevant, as they require scarce resources, which could be used for other things. In order to be relevant, therefore, evaluations must answer the questions that society is asking. In this vein, said Ms. Hay, she had chosen to address the subject of the rampant violence against women in the South Asian region.

The focus of Ms. Hay's keynote address was the saying, "Measure what you treasure". She explained that the things we treasure are often the things we strive for. For example, a country would measure economic growth as they strive for a higher GDP. Ms. Hay used the example of India and Bangladesh to illustrate the importance of indicators. She noted that, while India's economic growth is far ahead of Bangladesh's, certain districts in Bangladesh have a more balanced male to female sex ratio.

Additionally, evaluation can drive development based on the goals that are chosen. Ms. Hay used a decrease in child mortality in Ethiopia following the establishment of the MDGs to demonstrate that setting goals and measuring the indicators for those goals can lead to development outcomes.

Ms. Hay ended the address by observing that ideas and attitudes are more difficult to measure, and this is part of the challenge that the evaluation community needs to take on.

6.2 Robert Chambers, Opportunities and Challenges in Evaluation

Robert Chambers discussed various aspects of evaluation theories and practices in his keynote address, which also featured Mallika Samaranayake as the chair. The key highlights of this address focussed on people, development and the role of evaluation. Dr. Chambers brought up the Reality Checks Approach, which emphasises that social change is often much faster when looked at up close than when measured using indicators from a distance.

Dr. Chambers also emphasised that evaluation is light years behind the development, and participatory methods need to change as development takes place. A large part of his discussion focussed on the benefits and drawbacks of participatory evaluation. The drawbacks include the amount of time taken: that it takes longer time, you have to spend time with people, and you are forced by pressure of time, funds and industry. The finder needs to have the courage to spend more time-co evaluate with the people who are going to be affected. Next he discussed on methodological and institutional challenge. He mentioned about his book on 'Whose reality counts'?

At the end of a very interesting speech, Dr. Chambers concluded by saying that evaluator should possess attributes such as confidence and trust in people, compassion and passion.
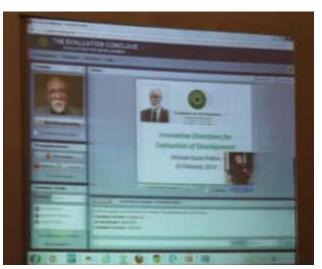
6.3 Michael Quinn Patton, Innovative Directions for Evaluation of Development

Michael Patton delivered his keynote address through video conference, with Katherine Hay as the chair. He began his keynote by sharing how evaluation matters, using the example of the current dialogue in the American press regarding violence against women. As a result of this, statistics are

having an impact on US policy and the US Congress is deliberating bill on violence against women. The importance of bringing data to bear on these issues for policy resonates all over the world.

Dr. Patton then shared 10 innovative developments in evaluation:

10. Globalisation of professional networks and associations

9. New and emergent frameworks and criteria

8. Importance of Joint evaluations

7. Learning about multiple and mixed methods, triangulation and synthesis

6. Visual data

5. Evaluation capacity building

4. Seeing through a complexity lens

3. Evaluation through process use

2. DAC standards

1. Increased importance of meta-evaluation

Several interesting points were brought up in the question and answer session. There was a question on why governments were not achieving MGDs? There is a challenge of politics. Goals like MGD and strategy goals of government are taking place in a complex dynamic environment and more challenging the goal, the more difficult it is to achieve. It took a long time to realise universal declaration of human rights, that slavery is wrong, and poor and women should have equal opportunities, care and support. Evaluation has to be part of learning how to help governments and the international community achieve goals

2Dr. Patton delivered his keynote via videoconference

In meta- evaluation many of the details may get lost that are probably more valuable than the aggregated. There may be a tension between meta-evaluation and context on the ground. In the Paris declaration evaluation how did gender and disability get included?

Meta- evaluations need to be utilisation focus as others. The evaluation of the Paris Declaration was context focused. From the start there were processes to understand context, such as observing international reference group and management meetings, observing the core team at work, doing interviews and surveys

The evaluation had a series of sub-questions on specific goals and objectives that are part of development aid. Issues related to gender, children, welfare of women were all included.

At policy level how can evaluation be utilised since utilisation is a challenge. There is a need to train and build the capacities of leaders to use evaluation findings to inform policy making. This is not easy as it requires reality testing, and a results-oriented learning focus leadership. Use has to be facilitated and needs to be in the scope of work to enable evaluators to translate the results and facilitate their use.

While people criticise RCT on linear thinking, there is no better model, no alternative for modelling complex of social phenomenon.

DFID has produced a report on a number of alternative methods – in complex dynamic systems Patricia Rogers, mixed methods, in-depth case studies, diff measures and data, in-depth contextually understanding dynamic of systems, systems mapping, network analysis as a part of IE...new techniques creating ways to understand systems that address complexity and that is future of evaluation.

6.4 AK Shiva Kumar, The Cost of Inaction

AK Shiva Kumar approached the theme of Evaluation for Development from an economist's point of view. He explored the Cost of Inaction Approach in his keynote address, bringing the focus back to the opportunity costs and benefits in evaluation. As a methodology, this approach retains the positive features of a cost-benefit analysis and compliments this with new analysis methods.

3Dr. Kumar discusses cost-benefit analyses

Donors and policy makers are seeking the answer to the question, where will we get the maximum returns for our investment? This is a very important question for resource-poor countries. While there are major benefits of using a cost-benefit analysis, Dr. Kumar identified and addressed five fundamental problems with cost-benefit analysis. The five problems were: Opportunity costs; problems with modelling human behaviour, assessing direct benefits and costs, failure to include complimentary actions, and reducing everything to one common denominator that can be quantified and measured.

Dr. Kumar convincingly responded to all five problems and emphasised that the cost of inaction is a very powerful argument for policy makers. He covered the importance of looking at constitutive benefits and consequential benefits of an intervention, and of using a multi-dimensional vector rather than a single, quantifiable output. The keynote address concluded by stressing that the question of how to pay for a development intervention will continue to be of utmost importance to policy makers. It is thus essential to be able to illustrate that the cost of not implementing an intervention is higher than the value of the resources being utilized; and cost-benefit analysis is an effective way to make this point.

6.5 Chandni Joshi – Learning and Practicing the Evaluation Mantra in South Asia

Chandni Joshi shared the lessons that she has learned from over 25 years of practicing evaluation and policy building and advocacy in South Asia, and how they have been useful to her. Ms. Joshi approached the keynote addresss from a "doer's perspective," using evaluation to enhance advocacy and utilising the feedback from monitoring to re-evaluate goals and priorities.

Ms. Joshi spoke about her experiences with implementing a project, and the issues with convincing donors and government to wait for evaluation results before agreeing to scale up the project. According to Ms. Joshi, the following lessons were taught to her by this experience: prioritise tasks, delegate authority, divide and multi-task and prepare checklists. These lessons can be taken to large arenas.

Ms. Joshi spoke about the importance of creating measurement systems across countries, and developing evaluation tools on sensitive issues like HIV/AIDS. She stressed that measuring the impact in development work is not enough and that outcomes of change need to be observed. She concluded by encouraging the evaluation community to be united, and to continue to come up with enhanced, provocative indicators.

7. Workshop Sessions

7.1 Equity Focused Evaluation

Michael Bamberger, Marco Segone, Urs Nagel

This workshop was based on the book *How to Design and Manage Equity Focused Evaluation.* The objective of the workshop was to describe equity focused evaluation and to help develop an understanding of how to design and manage equity focussed evaluation.

It aimed to equip attendants to address challenges such as: How can the capacity of governments, organizations and communities to evaluate the effect of interventions on equitable outcomes for marginalized populations be strengthened? What evaluation questions can be used to assess whether interventions are relevant and are having an impact in decreasing inequity, are achieving equitable results, and are efficient and sustainable? What are the methodological implications in designing, conducting, managing and using equity-focused evaluations?

7.2 Outcome Mapping

Simon Hearn

4Due to popular demand, Simon Hearn holds an additional Outcome Mapping session at the Rox Bar

The objective of this workshop was to inform people about the purpose, concept, methods and application of Outcome Mapping. This was an interactive session that involved a combination of presentations, group activities, role plays and question and answer sessions. The workshop began with an introductory activity where participants were "interviewed" about their work and interest in the conclave in general, and

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outcome mapping in particular. This was followed by a presentation on the key concepts, objectives, principles and processes involved in outcome mapping. The presentation was interspersed with Q and A sessions. As a part of the discussion on "Boundary Partners" a role play activity was carried out where participants were assigned roles within a development intervention and they each had to identify their boundary partners. The entire process of Outcome Mapping was covered in this workshop.

7.3 Real World Evaluation

Jim Rugh

This workshop aimed to address challenges faced in the real world, such as a lack of comparable baseline data and insufficient time or budget allocated by clients. How can one conduct adequately valid evaluations under such circumstances? Jim Rugh shared the seven steps of Real World Evaluation and used a combination of presentations, question and answers, and case studies and group activities to explain the processes and challenges of Real World Evaluation. The different methods of evaluation were reviewed and analysed. This included a discussion of the importance of logic models and attribution versus contribution. Jim Rugh emphasised that the bottom line is "are our programs making plausible contributions towards the positive quality of life?" A lively debate on randomized control trials took place during this workshop.

7.4 Getting Published

Brad Cousins and N A Kalimullah

The goal of this workshop was to develop evaluators' skills in preparing papers, articles, and other documents for potential publication in peer-reviewed and other outlets (e.g., referred journals, books, and professional serial publications). The session covered the process of submitting a paper to a peer-reviewed journal,

5Brad Cousins on Getting Published

how to frame a paper, different publication formats, different types of articles for publishing, and how to plan for publications. The hand outs for this workshop included a list of journal sites, a template for planning for publication, and an article sample.

7.5 Ethics in Evaluation

Colleen Duggan, Kenneth Bush

The purpose of the workshop was to familiarize evaluators and commissioners with existing ethical frameworks and guidelines and to discuss their utility and practical application. The workshop included a combination of facilitator presentations, group work discussion of existing standards/protocols for ethics in international development evaluation, and peer support through the use of scenarios in addressing ethical and political dilemmas in evaluation. Case studies from Sri

Lanka and Afghanistan were used to demonstrate and stimulate discussion on ethical and political challenges in evaluation. The workshop covered Ethical Dilemmas, Evaluation Design, and Data Interpretation.

7.6 Appreciative Inquiry

Gana Pati Ojha, Ram Chandra Lamichhane, Tessie Tzavaras Catsambas

This workshop covered the definition, background, principles, processes and Appreciative Inquiry approach to evaluation. It included discussions, presentations, a mock AI interview, sharing of case studies, and an exercise on the use of evaluation findings. The appreciative inquiry (AI) approach to evaluation is a recent development in the evaluation realm. Though some evaluators have used this approach independently, it has been used partially to complement other evaluation approaches in many cases. This approach is somewhat closer to participatory evaluation in that as it involves all stakeholders into the evaluation cycle including designing, conducting, and interpreting evaluation results. More than this, the evaluation is complete only when the evaluation results are used for revisiting vision/goal/objective, redefining strategy and refining plan of work of programme being evaluated. Since evaluation results are used right way to improve the programme, this evaluation is considered as user-focused evaluation.

7.7 Evaluation Learning Collaboratives

Tessie Tzavaras Catsambas and Shubh Kumar Range

This workshop covered the "quality improvement collaboratives" methodology adapted from health care. This methodology promotes team-based learning based on evidence, and incorporating quality design methods. It can be used to enrich evaluation practice, and resolve uncertainties in how best to organize evaluation and make partnerships most productive in the region. The objectives of this workshop were to: Develop a basic understanding of Quality Improvement and Creative Design principles; Select a topic for collaborative learning in CoE; Use *peer coaching* for generating creative solutions and identifying best practices; Imbed measurement and regular monitoring in Collaborative Learning; and Plan for Collaborative Learning within CoE.

7.8 Participatory Evaluation

Robert Chambers, Mallika R. Samaranayake

This workshop had the following objectives: Understand Participatory Principles, mind-set; Understand and get familiarized with tools and techniques for participatory evaluation; Sharing information and learnings on participatory methods by the participants; and Sharing information on resources available (website, publications). The process of the workshop was to set the objectives, encourage conversations among the participants on various issues and themes, carrying out a self organising system, using the Power of Storytelling method, displaying PRA materials and undertaking sharing groups. This workshop explored the participatory paradigm, questioned Whose Reality Counts and who is missing, and, most importantly, whose power and whose relationships are being evaluated. In conclusion, Dr. Chambers covered two liberating basics – ask them, and they can do it.

7.9 Impact Evaluation: Theory and Practice

Diva Dhar, John Floretta, Asjad Naqvi, Anant Sudarshan, Nikhil Wilmink, Mitesh Thakkar

This workshop began with an introduction to CLEAR South Asia Regional Centre, hosted by J-PAL South Asia at IFMR, and the Centre for Economic Research in Pakistan (CERP). This was followed by a presentation by John Floretta on designing logical frameworks/theory of change and incorporating evaluation in the project design phase. He also presented the Spandana case study. Impact Evaluation Methods were presented by Asjad Naqvi, providing an overview of non-experimental, quasi-experimental, and experimental methods of evaluation. The first day ended with a group exercise on applications and advantages / limitations of various evaluation methods and a Q&A discussion. The second day began with a presentation by Diva Dhar on how to measure outcomes and indicators, taking into account reliability and validity. John Floretta followed this with a presentation on why to randomize and how to randomize. The workshop finished with a discussion on the application of M&E/RCT methodology and wrap up.

7.10 Transformative Evaluation – Mixed Methods

Donna Mertens, Chelladurai Solomon

Transformative Evaluation is an approach that focuses specifically on contexts where evaluators work with people who have not had full access to their basic human rights. The workshop aimed to provide a 4-step framework for evaluators based on a set of philosophical beliefs that concern ethics, power relations, the **role of the evaluator in social change, and methodologies that support the pursuit of social justice. Implications of these philosophical beliefs were illustrated through the use of examples of evaluations such as work with the deaf community and the dalit community in India. Examples of cases were used to make the workshop relevant in the South Asian context. During the workshop, participants will apply the concepts they are learning to a sample evaluation from South Asia.**

7.11 Growth, Equity and Resilience

Michael Bamberger, A.K. Shiva Kumar, Swapnil Shekhar, Dennis Bours

The objective of this workshop was to understand the importance of equity and resilience as a part of development strategies and to define how these can be measured. The sessions consisted of presentations and question and answer sessions on the main concepts of equity and resilience, and a case study on the evaluation of SPEED, a bio-mass based rural electrification programme. The case study was reviewed from an equity and resilience point of view and all the participants provided feedback. There was also a presentation on resilience by SEA Change, detailing the difference between resilience and adaptive capacity.

6Michael Bamberger

7.12 How to Manage Evaluations

Shreyasi Jha, Urs Nagel

This workshop focussed on gaining an understanding of how to manage evaluations, including the risks. A combination of presentations, interactions with participants, and group work using questions

on risk were used to communicate this knowledge. A presentation by Shreyasi Jha covered the phases of evaluation, evaluation management roles, the evaluators' role, key steps in the evaluation process, and the issue of independence. The group work focussed on the different types of risks. Groups were divided and given two risks each to deliberate on: process, design, reporting, evaluation team, data and utilisation risks. The various risks were discussed and deliberated and solutions sought. In summary, Shreyasi stressed the need to identify the nodal points where inputs become important, and the importance of stakeholder involvement. Urs Nagel expressed the need to seriously consider the constraints within which are working. He pointed out that evaluations take time and cost money, and thus understanding resources is a key task. The real world environment needs to be understood. Planning, designing within the scope of constraints is critical.

7.13 ProLL Program Logic Tool for M&E Planning

Arunaselam Rasappan, Indrasathi Muniandy

This workshop sought to build the capacity of participants in the program logic and linkages (ProLL) tool. ProLL is used for planning both formative and summative evaluations in the public sector. Dr. Rasappan explained the framework of the ProLL model. It was stressed that evaluation is about identifying causality. The workshop covered the types of outputs and outcomes that can be found through evaluations. The discussion section covered the topics of summative evaluations, risks and assumptions, and meta-evaluations. There was also a group work on the tools of ProLL.

7.14 Theory of Change

Patricia Rogers

The objective of this workshop was to understand theory of change and logic models, and particularly on the usability and challenges of theory of change. Patricia Rogers explained that the process of evaluation is cyclical and includes: engaging stakeholders, describing the programme, focusing on the evaluation design, gathering credible evidence, and justifying conclusions. The theory of change links activities with intended outcomes and impacts. The session included a presentation and a mix of theory, group work, large group discussions, and group interactions.

7.15 Use and Usability of Evaluation

Murray Saunders

The purpose of this workshop was to introduce participants to the concepts and practices associated with creating and maximizing the use and impacts of evaluation outputs on the change process, t provide practice based and theoretical tools to distinguish between the 'use' and usability' of evaluation outputs, and to walk through the development of

Murray Saunders used the acronym RUFDATA to explain the procedural decisions that shape evaluation activity. He also discussed the stages of use and tried to answer the core questions of whether evaluations tell us what is going on, whether evaluations contribute to public debate, and whether evaluations provide authoritative evidence.

8. Panel Sessions

8.1 Climate Change Adaptation M&E – Complexity and Attribution

Jyotsna Puri, Marina Apgar, Lucy Faulkner, Bruce Ravesloot, Tuan Doan, Ram Chandra Khanal, Albert Salamanca

This panel included two chairs, Jyotsna Puri and Marina Apgar, and five presenters, as well as a session of group work. Jyotsna Puri emphasised the criteria for climate change adaptation, including effectiveness, economic grown, and sustainability. Lucy Faulkner emphasised the need for a tailored approach to climate change, while Bruce Ravesloot presented on resilience and dealing with complexity. Tuan Doan introduced and elaborated on the KAP survey, while Ram Chandra Khanal presented learnings from Bangladesh and Nepal, and Albert Salamanca presented the structure of AKP. Marina Apgar facilitated the group work, asking the question, "Are there any approaches and ideas you have from your own experience that might help address the complexity and issues?"

7Ram Chandra Khanal, CoE Nepal

8.2 Challenges for Reforming Evaluation Policies: Role of VOPEs

Marco Segone, Soma De Silva, Juha Uitto, Jim Rugh

The session was chaired by Jim Rugh, who opened the session with a few words on VOPEs and their roles and influences. Marco discussed EvalPartners, including the peer to peer mutual support programme, and e-learning on development evaluation. Soma De Silva focused on the important role of Evaluation policies on South Asia, and questioned why there are no evaluation policies in many South Asian countries. Juha Uitto spoke about how evaluation contributes to the work of the organisation, in the context of UNEG and the United Nations as a whole. He emphasised that the role of VOPEs includes: enhancing transparency, increasing civil society participation, providing advice to international organisations, and participating in evaluations of international development programs. The discussion focussed on systematic approaches, how to ensure follow ups, co-ordination between stakeholders, and evaluation policy.

8.3 Sharing the Outcome from the Regional Reach Out / Voices

Chelladurai Solomon, Mallika Samaranayake, Bhabatosh Nath, Ramesh Tuladhar, RS Goyal

Chelladurai Solomon, the chair for this session, explained that the focus of the panel discussion was on bringing together regional experience of the past 20 to 25 years in Evaluation, using regional reach out events. One of the important objectives of the Reach outs was to understand evaluation policy, practices, participation, how evaluation is used. RS Goyal focussed on the policies aspect and discussed what policy is, why it is required, and what it can achieve. Ramesh Tuladhar spoke on evaluation practices and challenges in Nepal, and suggested actions for higher-quality evaluations and better dissemination of evaluation results. Mallika Samaranayake presented on Participation in evaluation, focussing on the importance of participation from all stakeholders. The presentation on

Use of Evaluations by Bhabatosh Nath included discussions on the use of evaluation results, factors that affect the use of findings, how to manage data bases of evaluations, and suggestions for encouraging a better use of evaluations.

8.4 Gender Dynamics and Participation in Evaluation

Donna Mertens, Chandra Bhadra, Kanchan Lama, Ranjani K. Murthy

This session was chaired by Donna Mertens, who introduced the panel and facilitated the discussion. Chandra Bhadra's presentation was on Learning Development Evaluation with Women – Nepalese Experience, and addressed the key priorities for women, including violence, family planning, and access to water. She also addressed the challenges faced in evaluating the well-being of women. Ranjani presented on Stakeholder Participation in Evaluation, including issues like how to develop a Terms of Reference and the challenges faced by the implementing agency. Kanchan Lama looked at Measuring Gender Impacts in Poverty Alleviation Programmes,

8.5 Leveraging Data and Technology to Enhance Implementation and Uptake of Impact Evaluations

Alena Stern, Pernilla Näsfors, Dustin Homer

This panel discussed the benefits and methods of using geo coded aid information for impact monitoring. Advantages of geo coding methodology include that it is standardized, of high quality, and can be used by any Geographic Information provider. Alena Stern discussed the utilisation of geo-coded aid information for impact monitoring, and explained that AidData has a partnership with Development Gateway, and William and Mary and Brigham Young University. She explained the methodology of using geo-coded aid data to enable rapid and agile impact monitoring, and used a UNICEF Uganda crowd-sourcing experiment to illustrate the method. Pernilla Näsfors talked in detail about why the geography of aid matters, and Dustin Homer discussed how new methods, open data, and country systems together can encourage evaluation uptake.

8.6 It Takes Two to Tango: Translating Research into Policy

Suneeta Singh (Chair), Priyanka Dubey, Colleen Duggan, Tirtha Rana, Apoorva Rastogi

The chair opened the panel by relating how evidence has become very important and that it is essential to consider how to make research usable. Suneeta Singh used Pasteur's quadrant to illustrate the kind of research that is required to impact policy, and pinpointed the actors involved. Priyanka Dubey shared project findings on evaluating research excellence in South Asia. Colleen Duggan presented on the importance of research excellence, strategic evaluation, and addressing real world problems. Apoorva Rastogi discussed translating research to policy from a young researcher's point of view, and Tirtha Rana elaborated on the social, economic, and political contexts of evaluation. The Chair summarised with two important points – policy setting is a political process and subject to political processes, and there has to be research in policy and policy in research.

8.7 Climate Change Mitigation and M&E – M&E of climate investments and REDD+/ NRM MRV Systems

Christine Roehrer, Umi Hanik, Tim Larson, Julien Brewster, Anna Williams, Sanjay Saxena, Stefan Bepler

Christine Roehrer spoke on Monitoring and Evaluation in Climate Investment Funds. Umi Hamik presented on the subject of how M&E is used in Indonesia Climate Change. Tim Larson discussed how the Global Fund supports a policy for climate change, and mentioned that forestry and land are the key sectors. Julien Brewster spoke about the first Reduced Emissions from Deforestation and Degradation (REDD) project in Cambodia. This is a forest carbon finance mechanism established as a climate change mitigation strategy, the goals of which are to project and enhance forests and biodiversity, improve local livelihoods, and sequester 8.3 million tonnes of CO2 over 30 years. Stefan Bepler presented a case study on Community Monitoring and Climate Change Mitigation in Cambodia.

8.8 Impact Evaluation as a tool for Evidence Based Policy

Diva Dhar (Chair), John Floretta, Rukmini Banerji, Varad Pande

8John Floretta, CLEAR, responds to a question

The Chair, Diva Dhar, opened the session by speaking on the importance of having Planning and Strategies for evaluation systems in implementation for government, NGO and organisations. John Floretta explained impact evaluation, including quantitative methods, pathways to Policy Change, and steps to go from Impact Evaluation to Policy Change. Rukmini Banerji spoke about the Pratham project and how it is addressing issues in education. She also discussed the key elements of the Annual Status of Education Report 2012, and proposed some reasons for why children's learning levels may be low. She concluded by recounting the learnings from participating in impact evaluations for ten years.

8.9 Evaluation in Extremis: Research, impact and politics in violently divided societies

Kenneth Bush (Chair), Colleen Duggan, Janaka Jayawickrama, Katherine Hay

The Chair, Kenneth Bush, introduced a book project entitled *Evaluation in Extremis: The Politics and impact of research in violently divided societies.* An outline of the book was presented. Colleen Duggan talked about ethical issues and the learning that has come from the research project. She mentioned that, "One evaluator's ethical issue might be another evaluator's or commissioner's political and methodical problem." Janaka Jayawickrama made a presentation titled, "If they Can't do any Good, They Shouldn't Come," discussing evaluation, current aid, ethics in evaluation, cultural humility, vulnerabilities, common sense, and looking forward. Katherine Hay gave her input on Evaluation field Building in Violently Divided Societies and highlighted the need for evaluation to be long-term. Discussion points included thinking about dilemmas, ethical issues in conflict zones, and capacity building in conflict zones.

8.10 Evaluation of Public Sector and Donor's Development Programme in South Asia: Is Enough Being Done?

Professor R S Goyal (Chair), Ashok Bapna, Mohammad Shahid, Jaya Singh Verma

Ashok Bapna discussed the importance of education, health and employment for development, and the interconnected nature of these subjects. He mentioned that slow progress on the MDGs in India illustrates that the process of programme implementation is not appropriate and part of the problem comes from a lack of efficiency, transparency, and effectiveness. . Mohammad Shahid delivered a short history of, and presented processes and challenges faced in public sector evaluation in Pakistan. Some key strategies of the Government of Pakistan's evaluation wing include having online M&E systems, and planning and sharing quarterly reports with the National Economic Council. Jaya Verma's presentation questioned whether DFID is doing enough in the space of evaluation. She shared the pillars of DFID evaluation, encouraged feedback, and spoke on impact evaluation and participatory approach. In discussion, the panel deliberated on the efficiency and reach of the initiatives, extent and reach of strategy, policy, quality and rigour of the programme. It was highlighted by participants that political will is a critical key to development.

8.11 Building an M&E Architecture in a large economy: the case of India

Santosh Mehrotra (Chair), SP Pal, Rashmi Agrawal

The Chair noted the need to recognize the importance of M&E systems, and emphasised that for comprehensive impact, this need should be recognized at the highest level of the government. He said that this recognition is there in the Government of India. In his presentation, Santosh Mehrotra discussed the four critical pillars in the quality Management System in Government. He also discussed the challenges of carrying out M&E projects on a country-wide scale, as well as certain solutions and whether measures taken are working. SP Pal presented on the Planning and a Development of Evaluation framework for India, including the Characteristics of the Demand side of M&E information in India, Major Suppliers of evaluation information in India, the Supply side of M&E Information, why evaluation capacity is not strong in India and what needs to change. In the final presentation, Rashmi Agrawal discussed Capacity for M&, including who matters, the selection of trainees, the increasing demand for evaluation capacity, why the quality of evaluation suffers, and training need analysis. Some important points that came out of the discussion included the view that donor agencies are only looking at financial indicators and not at physical indicators; and that a cultural shift towards using evidence for writing policies is required. Santosh Mehrotra suggested a two pronged approach of sensitizing policy makers on the utility of evaluation; while also reviving civil society organisation by getting the civil society more aware of the findings from evaluations.

8.12 How to design and conduct gender responsive evaluations

Shreyasi Jha (Chair), Rebecca Miller, Yamini Atmavilas, AK Shiva Kumar

The Chair opened the session by explaining that it is important and difficult to include the concept of measurability for empowerment in the evaluation of gender programmes. It is necessary to think outside the box. AK Shiva Kumar discussed how one can track progress in society through a gender lens, emphasising that it is difficult to capture indicators like dignity through concrete measures. He spoke of the need to be aware of the context and core values of a society when designing and evaluation intervention programs for women. Rebecca Miller made a presentation on UN Women's Safe Cities Global program, launched in November 2012. The premise of the study is that if cities are safe for women and girls, they will be safe for all. Yamini Atmavilas discussed an ongoing evaluation of a cash transfer scheme on maternity benefits. As per the scheme, each enrolled woman is entitled by age criteria and can access the scheme for two children. Following a long discussion, the chair

summarised the important discussion points. The first point was that the move towards equality must begin changing mind sets. The second was that evaluation findings are advocacy tools, and data needs to be readily available to serve its full usefulness.

8.13 Evaluation Capacity Building

Tricia Wind (Chair), Tessie Tzavaras Catsambas, Diva Dhar, Patricia Rogers

The Chair opened the session by explaining that evaluation capacity building is about evaluation thinking and peer to peer learning and training. Each presenter represented a different organisation, and discussed the following from the organisation's point of view: Connection to the conclave; framing for evaluation capacity building; promising strategies and turning points; and burning issues. Tessie Catsambas spoke about the American Evaluation Association; Diva Dhar discussed capacity building from CLEAR South Asia's perspective; Tricia Wind represented IDRC, and Patricia Rogers talked about Better Evaluation. Some interesting questions that were discussed included: the donors' role in building capacity in evaluation; how to execute a politically charged strategy; and using evaluation capacity building to encourage retention within an organisation.

8.14 Participatory approaches to Evaluation Communication for Development (C4D): What are the implications for sustainable and inclusive development?

June Lennie (Chair), Jo Tacchi, Bikash Koirala, Will Parks

This session was about a framework that has been developed for the evaluation of programmes on communication for development, and it used the example of an intervention from the perspective of the evaluators and the organisation's M&E department. June Lennie opened the session by describing the various components and principles of the C4D framework, and the challenges faced in the evaluation of C4D interventions. Jo Tacchi presented a case study on a C4D project that was implemented with funding from the Australian Research Council and inputs from Equal Access Nepal. The intervention consisted of two radio programmes with centrally and locally produced content, with the aim of developing a participatory approach to impact assessment for the project. Bikash Koirala, a part of Equal Access Nepal, discussed how this evaluation monitoring system has been used by the organisations and the challenges it has faced. Will Parks was a discussant on this panel. The following key highlights were culled from this session:

1. The framework developed tries to make participatory evaluations, particularly of communication interventions, rigorous, holistic, and system-oriented in a manner that complexities can be captured.
2. Within this framework evaluation is seen as a way to foster learning within the organisation.
3. A rigorous approach to participatory methods is required.
4. There is a need for continuous feedback loops that facilitate learning for the organisation so that they can respond with changes to the intervention.

5. This framework needs to be placed within a "systems approach" to ensure that services that go along with awareness generated is mapped along with the ability of end-users to put this into action.

6. A supportive context is a requirement for such evaluations.

8.15 Public Sector Evaluations: Policies, Practices and Learning

Shiv Kumar (Chair), AJ James, Angela Chaudhuri, Arunaselam Rasappan

Shiv Kumar opened the discussion by sharing a mind map on the different kinds of public sector evaluation practices in the region with the participants. It included the remit of programmes and projects, services provided by public sections, businesses, ministries in health department in terms of what they are supposed to do, and investigative evaluation. AJ James demonstrated some methods of participatory evaluation, including Quantified Participatory Evaluation, using case studies as examples. He recommended that evaluators need to raise awareness amongst the politicians, promote a champion, and keep in mind that midcourse correction is very important. Angela Chaudhuri made a presentation titled, "Reflections – Pains and Gains of evaluating public health sector". She shared her experiences of working with public sector evaluation programmes, many of which are donor-led. One key question that came up was regarding the reason that evaluations are commissioned, and the dilemma of evaluators about the objective of the donor. As an example, she spoke about an experience where the donor revealed mid-way through an evaluation that the report should be published as a best-practice document.

8.16 Information and Communication Technology (ICT) for M&E

Linda Raftree, Jill Hannon, Pankaj Chettri

This session discussed the advantages and drawbacks of adopting ICT for M&E and in programmes. Advantages discussed included the relative ease of data collection, as against hauling paper schedules; and the ability to collect and convey information from a large and diversely spread population thorough solutions like SMS. ICT also enable real-time or quick processing of information and thereby ease of feedback. Many experiences on how ICTs have succeeded in improved decision making and administration of large programs and in facilitating fund flow to the grassroots were shared. Some of the challenges that were discussed included understanding the need for ICT and tailoring it to suit that need, as well as ensuring that the target population has access to technology and is able to handle the technology. Often, the demand for ICT comes from donors, rather than a felt need from organisations. Another limitation is attitude, particularly from the older generation to learn new technology; or the threat that comes with transparency of data. Many participants shared their experiences with ICT, citing challenges like the high cost of implementing ICT methods, people being unwilling to learn and a perceived lack of privacy in using ICT for evaluation. Participants were enthusiastic about using ICT and in particular using new methods like video and drawing on tablets.

8.17 Achieving Use and Utilisation of Evaluation

Shubh Kumar-Range (Chair), Kultar Singh Siddhu, Khilesh Chaturvedi, Chelladurai Solomon

Kultar Singh made the first presentation, titled "Evaluation Use – Framework and Experience. His first key point was that evaluation is often not looked at as a deliverable, but as something that adds ornamental value without contributing to projects. However, evaluations generate a wealth of

information and should be valued. Kultar Singh spoke of his experience of using evaluations and evaluations of sustainable business models. Khilesh Chaturvedi's presentation was entitled "Enhancing the Use of Evaluation: Experience from the Field." He discussed the practical side of carrying out evaluations, emphasising that evaluations are ultimately judged by their utility and evaluators should thus facilitate the process and design with careful consideration of how things are done. Chelladurai Solomon presented on Achieving Use and Utilisation of Evaluation, raising the issue that findings from evaluations should be used or the money spent on them is wasted. Evaluators are also experts and must be close to the projects to understand what is required, but should also be aware that the organisations may have their own agenda in conducting evaluations. An important point that came up in the discussion was that a paradigm shift towards internalising evaluations may be required.

8.18 Climate Change M&E Let us know your Views

Dennis Bours, Andrew Zubri, Leodegardo Pruna, Romeo Santos

This panel focussed on understanding knowledge needs of the SEA Change community. A draft knowledge-generation strategy was developed through inputs received from a survey conducted with key stakeholders in the region and shared with participants. The next step was to see how the knowledge needs and gaps, particular to climate change M&E, can be better met by the SEA Change Community of Practice and the wider evaluation community, and how knowledge can be 'generated' in various forms to meet demands in meaningful timeframes. The participants of this panel took part in group work to brain storm knowledge needs, some of which are: Tools and guides, capacity development, internal feedback and learning, and organizational knowledge management. Knowledge products to help fill these needs included informal meetings; information sharing platforms, case studies, webinars, a data base of resource persons, debates, and M&E frameworks.

8.19 Evaluation in Conflict Zones

Kenneth Bush (Chair), Ted Paterson

Kenneth Bush began by asking important questions to understand and situate the subject: What constitutes a conflict zone? What is it about conflict that makes evaluation difficult? The risks include volatility, levels of uncertainty, insecurity, and fluidity. What extreme conditions affect all domains of evaluation, and vice versa? He identified logistical challenges in conflict zones for evaluation, such as: increased likelihood of sudden changes, and issues around levels of distrust. Some of the methodological challenges to evaluation may be accessing data, and stakeholders, as well as logistical issues. Ted Paterson spoke about Mine Action Afghanistan, a humanitarian demining project that supports construction. Two directors from the FATA Secretariat in Pakistan were invited to share a video on carrying out monitoring and evaluation in a warzone. Challenges included having to carry out monitoring in secret, lack of roads, and blocks on development work, such as bans on cultivation and on women working. Ethical issues also arise from carrying out evaluations in warzone. For example, armed guards are sometimes necessary for field workers. Often, the evaluator has to find creative solutions to challenging situations.

8.20 Experience of Regional Evaluation Organisations

Jim Rugh (Chair), Awny Amer, Natalia Kosheleva, Murray Saunders, Martha McGuire, Tessie Catsambas, Shubh Kumar-Range

The members of this panel shared the experiences from various regional VOPEs. Awny Amer from Eval MENA shared that since the initiation of the organisation in 2011, materials have been developed in Arabic, some countries have formed their own individual evaluation organisations, a one-year diploma on evaluation has been developed, a regional M&E conference is being planned, and the organisation is looking at how evaluation can be used to promote democratisation within the countries of MENA. Natalia Kosheleva from IPEN explained that this is a regional evaluation network for the CIS countries. IPEN is at an interesting stage of development, as there are enough evaluators who want to come together in the region. There are discussions held with the board members on the way forward. Murray Saunders shared the evolution of the evaluation associations in Europe – EES and the National Evaluation Societies of Europe. He spoke about how the EES was an individual membership based organisation while the NESE is a pan-European framework. The two associations collaborate and one may lead on pan-European initiatives. They have also developed a model of partnership between the regional partner and country partners. Martha McGuire spoke about the Canadian Evaluation Society and their main challenge of defining what the national association can do for smaller chapters, which are in a vulnerable position in terms of resources. The American Evaluation Association was represented by Tessie Catsambas. AEA is an extremely successful organisation, with over 8000 members. However, the large numbers and surge in growth have caused some problems and AEA is considering re-structuring the organisation. The panel also shared information on EvalPartners and IOCE. In discussion, the issues of credentialing and establishing courses on evaluation were brought up. Participants were interested in what a regional VOPE can offer to members.

8.21 Fit for Purpose? Evaluations, Evidence and Policy Influence

Udan Fernando (Chair), Azra Jafferjee

This panel shared the story of the Centre for Poverty Analysis (CEPA), and their efforts in transferring research to policy. Azra explained that CEPA is an independent Sri Lankan think tank promoting a better understanding of poverty related issues in Sri Lanka. CEPA's core beliefs are that *poverty is an injustice that should be overcome,* and that *overcoming poverty involves changing policies and practices nationally and internationally*. Azra provided further information on CEPA's service areas and focus areas, and provided four catalytic examples of studies that CEPA has worked on. The question and answer session focused on measuring impacts after a change in policy; whether evaluators should work for policy evidence or policy implementation; and the use of media in both disseminating and capturing information.

8.22 Internalised Self-Evaluation (ISE) for Sustainable Performance Improvement

Arunaselam Rasappan (Chair), Shiv Kumar, Indrasathi Muniandy

Arunaselam Rasappan opened the session by explaining that the panel seeks to provide different perspectives on ISE, from the donor's point of view, the government's point of view, and the programme implementer's point of view. Dr. Rasappan provided some points to ponder, such as why we insist on external evaluation; the importance of an evaluation being independent; the ownership of the findings and follow up actions from an evaluation, and evaluation in the public sector. The participants were then divided into three groups and requested to look at ISE from the donor's,

Ministry of Finance's, and the Program implementer's perspectives. All agreed that ISE is fundamental to growth and change. Planning, Accountability, Learning and Performance Management (PALP) are linked to ISE. The chair commented on the value of critical thinking and value judgement and learning from diagnosing what is going well and how, and what is not going well, and why.

8.23 Reflections on Gender Equality in Evaluations

Yumiko Kanemitsu (Chair), Sadika Akhter, Ajay Singh, Ahmed Ali Khattak, Sunayana Walia, Vijayalakshmi Balakrishnan

Yumiko Kanemitsu opened the session by introducing the first speaker. Each speaker made a presentation on gender-related evaluations. Sadika Akhter presented on an evaluation conducted by ICDDR, B on community-based training programmes for skilled birth attendants (SBAs). The objective of the study was largely to evaluate whether an enabling environment had been created for SBAs to integrate themselves into the health systems of the village. Ajay Singh presented the Gender-Equitable Men (GEM) Scale as adapted by ICRW for the Indian context. The main finding from this evaluation was that the GEM scale can be used to measure gender attitudes, and is predictable across countries. Ahmed Khattak's presentation focused on engendering evaluations at a policy level. He identified certain challenges in this regard, and accordingly also presented recommendations, including looking for champions in the ministry who would provide a link between ministries and individual partners.

8.24 The Policy and Practice of Project Evaluation in Nepal: Government Perspectives

Teertha Dhakal, Champak Prasad Pokhrel, Narayan Bhatta

Teertha Dhakal explained that the National Planning Commission (NPC) is the apex body formulating and managing M&E in Nepal. The NPC facilitates the evaluation of a few selected projects annually, and line ministries focus more on monitoring. The aim is to use findings from M&E as evidence for policy making. One big challenge for NPC is that no evaluations were undertaken during the conflict period in Nepal. Narayan Bhatta shared his experiences from the field from the evaluation of community groundwater irrigation sector project. One important issue that came up in the discussions was that the process for submitting evaluation reports to the Government is not clear, and many people and organisations face frustrations regarding the government while working on development projects in Nepal. The panel responded that the Government is a very large organisation and it is possible for messages to get lost. However, communication and message dissemination is improving, and development agencies should provide their evaluation reports to the NPC. The panel also addressed gender and independence for donors.

8.25 Evaluation of Socially Responsible Business Models

Ravi Verma (Chair), Shiv Kumar (Co-Chair), Priya Nanda, Siddhi Mankad

9Siddhi Mankad presents an evaluation of smokeless stoves

Ravi Verma introduced the topic and mentioned that the two evaluations being presented were done in very distinct settings. While one occurred in a very

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controlled workplace environment (both in terms of implementation of the programme and the evaluation itself) the other occurred in a much less controlled environment where consumers and vendors could be tracked but not required to implement the model. One of the points to think about for the future is how the private sector can be motivated to take up these models more frequently. Priya Nanda presented on the evaluation of Gap Inc.'s P.A.C.E. programme, a personal advancement and career enhancement programme being implemented for garment workers. The findings were that there was improvement at the end line from the baseline on most indicators; and there is evidence to show that PACE women are more likely to be retained and more likely to move up the ladder within the factory. Siddhi Mankad presented on an evaluation study that CMS has conducted on biomass stove /smokeless chullas. The study focussed on social value assessment involving the distributors, company and consumers at large. Findings from the study included that consumer value was realised; NGOs were able to learn business ways and working with corporate. Shiv Kumar shared Catalyst Management Service's evaluation experience with the Sri Ram group of companies, which later went on to win awards for its work on social causes. Mr. Kumar emphasised that a well thought-out theory of change is an essential evaluation practice. Ravi closed the panel by saying that social or community development should contribute to business development. All interventions should look through the social development lens rather than business development.

8.26 Management Response to Evaluations

Gana Pati Ojha (Chair), Ramesh Tuladhar, Ram Chandra Khanal, Kanchan Lama

The chair opened the session by explaining that management response to evaluation (MRE) is a tool used to promote the use of evaluation, and the response of the organisation to a particular recommendation. Ramesh Tuladhar's presentation sought to answer how MRE is practiced in the public sector in Nepal. He explained the process and that MRE can be poor due to poor documentation, lack of funds, lack of human resources, and the lack of an enabling environment. Ram Chandra Khanal spoke on MRE in INGOs in Nepal. He concluded that improvement is required on both the demand and supply sides. In the supply side, capacity building of evaluators is required, whereas in the demand side, improvement on knowledge sharing, policy development and improvement evaluation of evaluation management systems is needed. Kanchan Lama presented on Management Responses from UN agencies and donors. She stressed that evaluation is an essential system within each organisation and is recognised as a good practice and an integral part of all programs and projects. According to Kanchan Lama, the majority of evaluation findings and recommendations are considered seriously by all agencies and organisations and they have selected the most relevant ones for incorporating project / program design. Points coming out of the discussion included that the government has to spend money and coordinate with others, and monitoring and evaluation budgets should be built into development projects.

8.27 New Directions in Teaching Evaluation in South Asia (TESA)

Soma De Silva, RS Goyal, Indira Aryaratne, Nazmul Kalimullah

This session was an explanation of the project Teaching Evaluation in South Asia. The presentation provided a description of the rationale of TESA, a presentation of the plans for moving forward, and some challenges, including a need to re-visit the Theory of Change. Indira Aryaratne presented a case study on SLEvA, emphasising the importance of professionalising evaluations. The Question and

Answer session focused around the details of the TESA courses, such as who they are aimed at and whether certain subjects were covered.

8.28 Political Participation for Development Evaluation in South Asia

Kabir Hashim MP Sri Lanka, Mr Ananda Prasad Former MP Nepal, Muhammad Abdul Mannan MP Bangladesh

Kabir Hashim opened the session by talking about the key role played by governments in reducing poverty. He spoke about the importance of an enabling political environment, and the need for political participation for the successful implementation of development evaluation. Kabir Hashim listed the key institutions that control development evaluation, including the auditor general, parliamentary mechanisms, and ministry of plan implementations. Muhammad Mannan described the challenges faced by policy makers in Bangladesh, and explored two dimensions in development: geographical divides and income divides. Jagdish Pokhrel expressed the specific challenges facing Nepal, in particular the difficulty of having so many changes in government. The discussion focused on the institutionalisation of evaluation, and continuity following a change in leadership.

8.29 Strengthening National VOPEs

EvalPartners

This session had no presentations, but was a discussion session with members of national VOPEs. Jim began by asking participants why they came to this session. Jim Rugh described some of the initiatives that EvalPartners is working on. Participants were introduced to the EvalPartners Peer-to-Peer (P2P) program, and learned about the opportunities to partner with other VOPEs within and beyond South Asia, including the availability of financial assistance.

8.30 Systematic Reviews in International Development

Jyotsna Puri, Howard White, Ruhi Saith, Hugh Waddington

Jyotsna Puri opened the session and introduced the panellists. Howard White made a presentation on the International Initiative for Impact Evaluation (3ie). He shared information on what is systematic review and using the logo of the Cochrane collaboration explained what it meant. He explained about taking all the evidence there is and putting it all together for quantitative studies and doing a meta-analysis. He stressed the importance of gathering evidence from the review and looking across studies. He explained systematic reviews and gave an example of how 20,000 studies were whittled down to 65 studies and 71 interventions using this method. Using a PowerPoint presentation, Ruhi Saith spoke about the systematic review done on slum upgrading strategies – effects on health and socio-economic outcomes which had been supported by 3ie. She shared that slum up gradation involves improvement in physical environment, infrastructure and may also include home improvements, access to health and livelihoods. Ruhi Saith spoke about data extraction and synthesis and used a visual presentation of results with harvest plots, and then provided a summary of the findings tables. She also stressed the importance of using evidence to influence policy. Hugh Waddington used a PowerPoint presentation to describe the systematic review of farmer field schools where review inclusion criteria were developed and 28,000 titles were screened. Ultimately, 460 full texts were obtained with 15 rigorous impact evaluations. There was

discussion on shrinking resources and the inability to pinpoint which intervention made the difference, as well as questions on how to compare studies across different years, countries, social contexts and where there was no impact.

9. Short Sessions

9.1 Design Clinic – Breakthrough Early Marriage

Patricia Rogers, Urvashi Wattal, Siddhi Mankad

The objective of this discussion was to share experience of developing and impact evaluation design through collaboration and deliberation between the implementing agency and the evaluation team. The following questions were addressed in the clinic:

1. What does Breakthrough do? What is their media strategy all about? What is the Early Marriage Campaign about?

2. How did CMS come into the picture?

3. What were the steps taken in coming up with the design?

4. What is the design we currently have?

5. What lessons have we learned from this experience?

9.2 Expert Lecture – Evaluation Capacity Building using a Multidimensional Approach

Arunaselam Rasappan

10Dr. Rasappan discusses the finer points of Evaluation Capacity Building

Arunaselam Rasappan covered what is evaluation capacity building, how capacity is lost and gained, and why very often the appropriate persons are not sent for evaluation training. He emphasised that simply attending seminars and providing short training does not develop capacities. Development programmes are managed by public officials and donors invest a lot of money, yet the benefits of capacity building are not being witnessed. Dr. Rasappan suggested that every decision maker in the public must be properly trained in evaluation, and the proper strategy for this is education and building a strong foundation, and providing workable models.

9.3 Evaluating training programmes by UNEDAP

Yumiko Kanenmitsu, Kamolmas (Tun) Jaiyen, Rajat Khanna

The objectives of this training program were: promoting evaluation culture and UN coherence, and strengthening UN capacities. The four levels of the Kirkpatrick Model were discussed during the presentation, and two real world evaluations were shared. Rajat Khanna shared a training of

trainers' questionnaire of pre-test and post-test. Participants provided feedback on the questionnaire. One of the key learnings was that more user-friendly tools need to be developed.

9.4 Executive Programs on Evaluation for Development

Urs Nagel (Chair), Shakila Banu, Shamika Ravi

This session was a panel on the importance of executive education programs on evaluation. The panellists described two different programs in Bangladesh and India, both of which were funded by UNICEF and launched at a similar time. Shakila Banu of BRAC University explained that the course in Bangladesh included theory of change, logic model, methodology and use of evaluation. The course was being transferred to the Government of Bangladesh's IME Department. Shamika Ravi of the Indian School of Business made a presentation on the course organised in India. The focus of this course was on development evaluation, and it was implemented to tackle the significant evaluation gap in India.

9.5 The Value and Contribution in a Network Society

Asela Kalugampitiya, Prabin Chitrakar

This session provided an overview of the International Organization for Collaborative Outcome Management (IOCOM). Prabin Chitrakar explained that IOCOM is a web-based organization of professionals, academia and a strategic alliance of international, national and regional organisations (associations, societies and networks) engaged in the discipline of outcome management and development, and provided a brief history. Asela Kalugampitiya provided further information on the IOCOM vision, mission, objectives, and benefits for members.

9.6 Why Theory of Change matters for impact evaluation

Howard White

In this expert lecture, the evaluation of the Bangladesh Integrated Nutrition Project (BINP) was used to explain the choice of indicators and measurements. Through the evaluation, it was found that the cause of malnutrition was not poverty, but the ignorance of nutritional basics. Nutrition counselling and growth monitoring were thus the key assumptions. Dr. White stressed that most programs do not have a theory of change, and that any good data analysis must involve a relation between theory and data.

Evaluation for Development
Evaluation Conclave 2013
26th February to, 1st March - Kathmandu, Nepal

Evaluation for Development

26th February – 1st March, 2013
Kathmandu, Nepal

Conclave Agenda

Monday, February 25

5:00 – 8:00 PM: **Registration** - Main Hall

Tuesday, February 26

8:00 – 9:00 AM: **Registration**

9:00 - 11:00 AM: **Opening Ceremony –** Main Ballroom

Welcome by the MC **Karon Shaiva** (Idobro)

Lighting of the Lamp by Special Guests

Introduction to the Chief Guest – **Gana Pati Ojha** (CoE-Nepal)

Speech by the Chief Guest – **Deependra Bahadur Kshetry**
      (Vice Chairperson, National Planning Commission, Government of Nepal)

Formal Declaration of the Opening of the Evaluation Conclave – **Marco Segone** (EvalPartners)

Introduction to CoE and Evaluation Conclave – **Kultar Singh Siddhu (**CoE)

Introduction to Keynote Speech – **Gana Pati Ojha** (CoE-Nepal)

Keynote Speech by Special Invitee – **Katherine Hay** (Independent Consultant)

   "Why Does Evaluation Matter? How Can We Make it Matter More?"

11:00 - 11:15 AM: *Tea*

11:15 AM - 12:45 PM: **Panels**

Ball Room A+B: **Climate Change Adaptation M&E: Complexity and Attribution**
                     SEA Change Community of Practice/ Rockefeller Foundation

Ball Room C :   **Challenges for Reforming Evaluation Policies: Role of VOPEs**
                     Jim Rugh and Marco Segone (EvalPartners), Soma de Silva (SLEvA), Juha
                     Uitto
                          (UNDP)

Kirtipur :   **Sharing the Outcome of the Regional Reach Out / Voices**
                     Chair: Chelladurai Solomon (Community of Evaluators)
                     Panelists: Mallika Samaranayake, R.S. Goyal, Ramesh Tuladhar
                          and Bhabatosh Nath (Community of Evaluators)

Bhaktapur: **Gender Dynamics and Participation in Evaluation**
Chair: Donna Mertens (Gallaudet University),
Panelists: Chandra Bhadra (Independent Consultant), Ranjani K. Murthy,
(Independent Researcher), Lama Kanchan (Independent Consultant)

Godavari: **Leveraging Data and Technology to Enhance Implementation and Uptake of Impact Evaluations**
AidData

Corporate Office 1 : **It Takes Two to Tango: Translating Research into Policy**
Chair: Suneeta Singh and Priyanka Dubey (Amaltas),
Panelists: Colleen Duggan (IDRC), Tirtha Rana (Independent Consultant)

12:45 - 1:45 PM: *Lunch*

1:45 - 3:15 PM: **Workshops Session I**

Ball Room A+B: **Equity-Focused Evaluations, Part I**
Marco Segone, Michael Bamberger, Urs Nagel (UNICEF), A. Kalugampitiya
(CoE)

Ball Room C: **Outcome Mapping, Part I**
Simon Hearn (Overseas Development Institute ([ODI]), R.S. Goyal (CoE)

Kirtipur: **Real World Evaluation, Part I**
Jim Rugh (EvalPartners), Ramesh Tuladhar and R C Khanal (CoE)

Bhaktapur: **Addressing Ethical and Political Challenges in Evaluation, Part I**
Kenneth Bush (University of Ulster), Colleen Duggan (IDRC)

Godavari: **Getting Published**
Brad Cousins (University of Ottawa), N.A. Kalimullah (CoE)

Corporate Office 1: **Appreciative Inquiry, Part I**
Gana Pati Ojha and Ram Chandra Lamichhane (CoE Nepal), Tessie Tzavaras Catsambas (EnCompass LLC)

3:15 - 3:30 PM: *Tea*

3:30 - 5:00 PM: **Workshops Session II** *(same program as Session I)*

Wednesday 27th February

Δ *denotes a change from original schedule*

8:15 - 8:35 AM: **Introduction to Day 2** – Main Ballroom

Shiv Kumar (CMS)

8:35 - 9:30 AM: **Keynote Speech** – Main Ballroom

Opportunities and Challenges for Participation in Evaluation
Robert Chambers (Speaker) and Mallika Samaranayake (Chair) - Main Hall

Q & A to follow

9:45 - 11:00 AM: Panels

Ball Room A+B: **Climate Change Mitigation M&E - M&E of Climate Investments and REDD+ / NRM MRV Systems**
SEA Change Community of Practice/ Rockefeller Foundation

Δ Ball Room C: **Impact Evaluation as a Tool for Evidence-Based Policy**
CLEAR South Asia at J-PAL South Asia at IFMR

Δ Kirtipur: **Evaluation in Extremis: Research, Impact and Politics in Violently-Divided Societies**
Chair: Kenneth Bush (University of Ulster)
Panelists: Colleen Duggan (IDRC), Janaka Jayawickrama (Northumbria University),
   Katherine Hay (Independent Consultant)

Bhaktapur: **Feminist Evaluation**
Chair: Ratna Sudarshan (ISST)
Panelists: Priya Nanda (ICRW), Rajib Nandi (ISST), Shraddha Chigateri (ISST)

Godavari: **Evaluation of Public Sector and Donor's Development Programme in South Asia: Is Enough Being Done?**
Moderator: R.S. Goyal (Himgiri Zee University)
Panelists: Ashok Bapna (Govt. of Rajasthan), Jaya Singh Verma (DFID), Muhammad
   Shahid (Govt. of Pakistan),

Corporate Office: **Building an M&E Architecture in a Large Economy: the Case of India**
Chair: Santosh Mehrotra (Planning Commission, Government of India)
Panelists: S.P. Pal (Planning Commission, Govt. of India), Rashmi Agrawal (CoE)

11:00 - 11:15 AM: *Tea*

11:15 AM - 12:45 PM: Panels

Δ Ball Room A+B: **How to Design and Conduct Gender Responsive Evaluations**
Chair: Shreyasi Jha (UN Women South Asia)
Panelists: Rebecca Miller (Mahidol University), Yamini Atmavilas (Independent Consultant), A.K. Shiva Kumar (National Advisory Council, India)

Δ Ball Room C: **Evaluation Capacity Building**
Chair: Tricia Wind (IDRC)
Panelists: Tessie Tzavaras Catsambas (EnCompass LLC), Diva Dhar (CLEAR South Asia), Patricia Rogers (RMIT)

Δ Kirtipur: **Participatory Approaches to Evaluating Communication for Development**
Panelists: Jo Tacchi and June Lennie (RMIT), Bikash Koirala (Evaluator), Will Parks (UNICEF)

Bhaktapur: **Public Sector Evaluation : Policies, Practices and Learnings**
Chair: Shiv Kumar Narayanan (CMS)
Panelists: Angela Chaudhuri, AJ James (Consultant)
Discussant: Arunaselam Rasappan (CeDRE International)

Δ Godavari: **ICT for M&E**
Chairs: Linda Raftree & Jill Hannon (Rockefeller Foundation)

Panelists: Ali Asjad Naqvi (CLEAR), Sanjay Saxena (Total Synergy Consulting), Pankaj Chhetri (Equal Access Nepal), Mitesh Thakkar (fieldata.org)

Corporate Office: **Achieving Use and Utilisation of Evaluation**
Chair: Shubh Kumar-Range (CoE)
Panelists: Andy Rowe (Independent Consultant), Khilesh Chaturvedi (ASK), Chelladurai
    Solomon (CoE)

12:45 - 1:45 PM: *Lunch*

1:45 - 3:15 PM: Workshops Session I

Ball Room A+B: **Equity-Focused Evaluations, Part II** (see previous day)

Ball Room C: **Outcome Mapping, Part II** (see previous day)

Kirtipur: **Real World Evaluation, Part II** (see previous day)

Bhaktapur: **Addressing Ethical and Political Challenges in Evaluation, Part II**
    (see previous day)

Godavari: **Collaborative Learning Method**
Tessie Tzavaras Catsambas (EnCompass LLC), Shubh Kumar-Range (CoE)

Corporate Office: **Appreciative Inquiry, Part II** (see previous day)

3:15 - 3:30 PM: *Tea*

3:30 - 5:00 PM: Workshops Session II *(same program as Session I)*

5:15 - 6:15 PM: Coffee Shop Sessions / Expert Lectures / Design Clinic

Ball Room A+B: Expert Lecture: **Why a Theory of Change Matters for Rigorous Impact Evaluation**
Howard White (3ie)

Δ Ball Room C: Expert Lecture: **Evaluation Capacity Development using a Multi-Dimensional Approach**
Arunaselam Rasappan (CeDRE International)

Kirtipur: Coffee Shop: **The Value and Contribution in a Networked Society**
International Organization for Collaborative Outcome Management (IOCOM)

Bhaktapur: Presentation: **Executive Programs on Evaluation for Development**
Karin Hulshof (Regional Director, UNICEF South Asia) [Chair], Shakila Banu
    (BRAC University) and Shamika Ravi (Indian School of Business).

Δ Godavari: Design Clinic: **Planning, Managing and Reporting Evaluations**
Patricia Rogers (RMIT)

Corporate Office : Coffee Shop: **Evaluating Training Programmes**
Richard Columbia (United Nations Population Fund), Yumiko Kanemitsu (UN Women),
    Kamolmas Jaiyen (UNDP APRC)

Thursday 28th February

Δ denotes a change from original schedule

8:15 - 8:35 AM: Introduction to Day 3 – Main Ballroom
Kultar Singh Siddhu (CoE)

8:35 - 9:30 AM: Keynote Speech – Main Ballroom

Innovative Directions for Evaluation of Development
Speaker: Michael Quinn Patton (Independent Consultant) - via Video Conference
Chair: Katherine Hay (Independent Consultant)
Q & A to follow

9:40 - 11:00 AM: Workshops Session I

Ball Room A+B: **Participatory Evaluation, Part I**
Robert Chambers (Institute of Development Studies, University of Sussex) and
Mallika Samaranayake (CoE)

∆   Ball Room C: **Impact Evaluation: Theory and Practice**, **Part I**
John Floretta (CLEAR South Asia at J-PAL South Asia at IFMR), Diva Dhar (CLEAR South Asia at J-PAL South Asia at IFMR), Asjad Naqvi (CLEAR South Asia at CERP), Anant Sudarshan (J-PAL South Asia at IFMR)

Kirtipur: **Transformative Evaluation, Part I**
Donna Mertens (Gallaudet University), Chelladurai Solomon (CoE)

∆   Bhaktapur: **Growth, Equity and Resilience, Part I**
A.K. Shiva Kumar (National Advisory Council, India), Michael Bamberger (Independent Consultant)

Godavari: **How to Manage Evaluations**
Urs Nagel (UNICEF) and Shreyasi Jha (UN Women)

Corporate Office 1:   **ProLL Program Logic Tool for M&E Planning & Implementation**
Arunaselam Rasappan (CeDRE International) and Indrasathi Muniandy (MES)

11:00 - 11:15 AM: *Tea*

11:15 AM - 12:45 PM: Workshops Session II *(same program as Session I)*

12:45 - 1:45 PM: *Lunch at grounds outside the pre-function area*
Lunch will be accompanied by two book launches by Robert Chambers:
Evaluating Communication for Development
By June Lennie and Jo Tacchi (RMIT)
Who Counts? The Power of Participatory Statistics
Edited by Jeremy Holland, Afterword by Robert Chambers

1:45 - 3:15 PM: Panels

∆   Ball Room A+B   **Fit for Purpose? Evaluations, Evidence and Policy Influence**
Chair: Udan Fernando (CEPA)
Panelists: Azra Jafferjee (CEPA)

Ball Room C: **Climate Change M&E Knowledge Needs**
Chair: Paul Bacon, SEA Change

Facilitators: Dennis Bours (SEA Change), Romeo Santos (Workland M&E Institute), Leodegardo Pruna (TSU-CITC Consortium), Andrew Zubiri (Climate-Eval)

Kirtipur: **Evaluation in Conflict Zones**
Kenneth Bush (University of Ulster), TBD

Bhaktapur: **Experience of Regional Evaluation Organizations**
Chair: Jim Rugh (EvalPartners)
Panelists: Natalia Kosheleva (IPEN - International Program Evaluation Network – CIS/Former Soviet Union), Murray Saunders (European Evaluation
Society and National Evaluation Societies of Europe), Awny Amer (Eval
MENA [Middle East and North Africa regional evaluation network]), Tessie
Catsambas (American Evaluation Association), Martha McGuire (Canadian Evaluation Society)
Respondent: Shubh Kumar-Range (CoE / South Asia SAT Member)

∆ Godavari: **Internalised Self-Evaluation for Sustainable Performance Improvement**
Chair: Arunaselam Rasappan (CeDRE International)
Panelists: Shiv Kumar (CMS) and Indrasathi Muniandy (MES)

Corporate Office 1: **The Policy-Practice of Project Evaluation in Nepal: Government Perspectives**
Panelists: Teertha Dhakal (National Planning Commission, Gov't of Nepal),
Champak Prasad Pokhrel (Nepal Evaluation Society), Narayan Bhatta (Independent Expert)

Rox Bar: **Reflections on Gender Equality in Evaluations**
Chair: Yumiko Kanemitsu (UN Women Regional Office for Asia-Pacific – Bangkok)
Panelists: Sadika Akhter (ICDDR,B), Ajay Singh (Population Council), Ahmed
Ali Khattak (FATA PCNA ISU), Sunayana Walia (ICRW), Vijayalakshmi Balakrishnan (Independent Consultant)

3:15 - 3:30 PM: *Tea*

3:30 - 5:00 PM: **Panels**

∆ Ball Room A+B: **Systematic Reviews in International Development**
Panelists: Hugh Waddington (3iE), Ruhi Saith (JHU), Howard White (3iE)

Ball Room C: **Political Participation for Development Evaluation in South Asia**
Kabir Hashim (MP, Govt. of Sri Lanka), Muhammad Abdul Mannan (MP, Govt.
of Bangladesh), A Kalugampitiya (CoE)

∆ Kirtipur: **Strengthening National VOPEs**
EvalPartners

Δ   Bhaktapur: **Management Response to Evaluation by State and Non-State Actors**

Panelists: Gana Pati Ojha, Ramesh Tuladhar, Ram Chandra Khanal, Kanchan

Lama (CoE – Nepal)

Godavari: **Evaluation of Socially Responsible Business Models**
Chair: Ravi Verma (International Centre for Research on Women)
Co-Chair: Shiv Kumar (CMS)
Panelists: Priya Nanda (ICRW), Siddhi Mankad

Δ   Corporate Office: **New Directions in TESA**
Soma De Silva (SLEvA), Nazmul Kalimullah (JANIPOP), Dr. R.S. Goyal (CoE),

Indira Aryaratna (SLEvA)

Friday, March 1

Δ denotes a change from original schedule

8:00 – 9:00 AM: **Keynote Speeches** – Main Ballroom

Introduction to Speakers – Riffat Lucy (CoE)

The Cost of Inaction - A.K. Shiva Kumar (National Advisory Council, India)

Learning and Practicing the Evaluation Mantra in South Asia - Chandni Joshi (UNIFEM)

The Importance of Methodological Plurality – John Floretta (CLEAR South Asia at J-PAL South Asia at IFMR)

9:00 – 9:05: **Key Announcements** (Shiv Kumar [CMS]) – Main Ballroom

9:15 - 10:45 AM: **Workshop Sessions I**

Ball Room A+B: **Participatory Evaluation, Part II**
Robert Chambers (Institute of Development Studies, University of Sussex) and

Mallika Samaranayake (CoE)

Δ   Ball Room C: **Impact Evaluation: Theory and Practice**, **Part II**
John Floretta (CLEAR South Asia at J-PAL South Asia at IFMR), Diva Dhar (CLEAR South Asia at J-PAL South Asia at IFMR), Asjad Naqvi (CLEAR South Asia at CERP), Anant Sudarshan (J-PAL South Asia at IFMR)

Kirtipur: **Transformative Evaluation, Part II**
Donna Mertens (Gallaudet University), Chelladurai Solomon (CoE)

Δ   Bhaktapur: **Growth, Equity and Resilience, Part II**
A.K. Shiva Kumar (National Advisory Council, India), Michael Bamberger (Independent Consultant)

Godavari: **Theory of Change**
Patricia Rogers (RMIT)

Corporate Office 1:   **Use and Usability of Evaluation**
Murray Saunders (Lancaster University)

10:45 - 11:00 AM: *Tea*

Tea will be accompanied by the launch of the 3rd Sambodhi Discussion Papers

- Discussion paper no. 9: *Quasi-Experimental Designs for Impact Evaluation*
- Discussion paper no. 10: *Scaling-up of Social Innovations: The 4D Model*
- Discussion paper no. 11: *Monitoring and Evaluation of Non-Communicable Diseases: Some Issues*

11:00 AM - 12:30 PM: **Workshops Session II** *(same program and venues as Session I)*

12:40 PM - 1:30 PM: **Closing Ceremony** – Main Ballroom

        Introduction to the new CoE Board – **Shiv Kumar** (CoE Secretariat)

        Felicitation of Speakers, Workshop Leaders, and Panelists – **CoE Board**

        Feedback of the Conclave – **Karon Shaiva** (Idobro)

        Introduction to Guest Speaker – **Rashmi Agarwal** (CoE)

        Guest Speaker – **Jagadish C. Pokharel** (National Planning Commission, Gov't of Nepal)

        "Ways Forward for CoE" – **Shiv Kumar** (CMS)

        Closing Address – **Tricia Wind** (IDRC)

        Vote of Thanks – **Shubh Kumar-Range** (CoE)

1:30 PM - 2:15 PM: *Lunch*

Thank you for attending Evaluation Conclave 2013!

Post-Conclave Events [limited attendance]
2:30 – 4:30 PM: Debrief with Donors and Partners on Conclave and Beyond – Ball Room C

Evaluation for Development

26th February – 1st March, 2013

Kathmandu, Nepal

<u>Speakers List</u>

AHMED ALI

Independent Consultant

Ahmed Ali is Public Sector Policy, Planning and monitoring Specialist and brings a rich experience of 15 years working in both national, international organizations and Donor funded projects. He has vastly read in subjects of Civil Engineering, development studies, business administration, Urban and Regional Planning, Geography and International Relations. His area of expertise include monitoring and evaluation of Public Sector and Donor funded projects, project design, Project management, Report writing, event management and evaluation, and institutional needs assessments. Currently he is working as M&E Specialist in a World Bank funded project and part of the team which is undertaking institutional needs assessment of sub-national M&E systems in the two provinces and Federally Administered Tribal Areas of Pakistan.

AJAY SINGH

Senior Program Officer at Population Council's New Delhi Office

Dr. Singh has obtained his M.Phil and Ph.D in population studies from International Institute for Population Sciences (IIPS), Mumbai, India. For last eight years, Dr. Singh has worked on range of issues related to reproductive health and rights, HIV prevention, engaging men and reducing gender based violence. His areas of expertise are monitoring and evaluation, sampling and program management. Dr. Singh has also authored several research reports and papers in peer reviewed journals.

AK SHIVA KUMAR

Independent Consultant

Dr. A.K. Shiva Kumar is a development economist with over 30 years of experience in policy research and analysis, public management and

evaluation. He is Visiting Professor at the Indian School of Business in Hyderabad and teaches economics and public policy at the Harvard Kennedy School. He was a founding member of IDEAS and has undertaken several evaluations for UNDP and other organizations. Shiva Kumar is a member of Government of India's National Advisory Council, Central Council of Health and Family Welfare, and the Mission Steering Group of the National Rural Health Mission. He also serves on the Governing Council of non-governmental organizations including the Centre for Science and Environment, International Center for Research on Women and Public Health Foundation of India. Shiva Kumar did his M.A. in Economics from Bangalore University and his MBA from Indian Institute of Management, Ahmedabad. He also has a Masters in Public Administration and a Ph.D in Political Economy and Government, both from Harvard University.

ALENA STERN

College of William and Mary

Alena Stern is a project manager for AidData at the College of William and Mary, focusing on donor relations, program management, and monitoring and evaluation. She has previously worked on several of AidData's geocoding and data visualization initiatives, as well as working on an AidData-UNICEF Uganda research team to implement a field experiment to test how to engage citizens to provide crowdsourced feedback on development projects.

ANANT SUDERSHAN

CLEAR South Asia at J-PAL South Asia at IFMR

Anant is working on a project to design and evaluate a pilot emissions trading program for Indian industry that has the support of India's Ministry for Environment and Forests. He holds undergraduate and master's degrees in Mechanical Engineering from the Indian Institute of Technology (Delhi) and Stanford University respectively. He received his PhD in Management Science and Engineering, focusing on energy economics, from Stanford University in March 2011. His doctoral research explored the determinants of residential energy consumption and the role California efficiency policies had in reducing energy intensity in the state. He has carried out field trials to understand the effects of providing real time electricity consumption feedback to households.

ANGELA CHAUDHURI

Swasti

Dr Angela Chaudhuri, Director of the Partners for Results within Swasti, A Health Resource Center. Angela started her public health career with evaluations , thirteen years ago. From the American public health system, to provincial and national health systems in India, Philippines, Zanzibar, Sri Lanka, Nepal, she has not only reviewed the departments and their programs, but also helped build institutional capacities in monitoring and evaluations in several countries, in particular all the countries in South Asia.

ANNA WILLIAMS

Perspectio

Ms. Williams will be co-chairing the climate change mitigation M&E panel session. Ms. Williams is leading five-year evaluation of the ClimateWorks Foundation and Network of 14 organizations and hundreds of grantees working to mitigate climate change in the largest GHG emitting countries of the world (China, North America, Europe, India, Indonesia, and Latin America). The ClimateWorks Foundation is a strategic regranting foundation that is utilizing the world' biggest philanthropic investments in climate change to prevent climate change more quickly and strategically than its funders could as individual foundations. Ms. Williams is also working with Center for Evaluation Innovation to advance the field's use of evaluation to improve strategy and is developing a framework for M&E of policy advocacy grants (around child welfare and climate change) for the Children's Investment Fund Foundation.

ARUNASELAM RASAPPAN

CeDRE International

Aru is the Senior Advisor to the Center for Development & Research in Evaluation (CeDRE) International based in Malaysia. He has almost 40 years of public sector experience in Malaysia and internationally. He is currently the policy and technical advisor to the M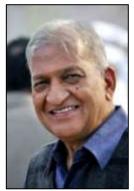alaysian and Vietnam governments on Integrated Results Based Management (IRBM) system and Integrated M&E. He has also been technical advisor to several governments in Africa, Asia, Middle East, Southern Europe, on IRBM and M&E. Besides being the founding President of the Malaysian Evaluation Society, he has been actively involved with evaluation R&D and advocacy work through the MES, IOCE, and more recently, the Asia Pacific Evaluation Association (APEA). Aru has been instrumental in the design, development, and introduction of various systems, tools, and methods in the area of public sector performance improvement with particular focus on IRBM and M&E.

ASHOK BAPNA

CLEAR South Asia at J-PAL South Asia at IFMR

Dr. Ashok Bapna is a Professor of Economics and an Adviser at the IILM Academy of Higher Learning in Jaipur. He is also President of the Jaipur Chapter of the National HRD Network, President of the Centre for Humanism & Sustainable Development (CHSD), and President of the Rajasthan Chapter Society for International Development (SID). Dr. Bapna has also worked with the Government of Rajasthan as a member of the State Planning Board (SPB) of the Government of Rajasthan, in which he was the Chairman of the Working Group on Education Sector. He has also worked with the Government of Rajasthan's Rajiv Gandhi Mission on Population & Health. Previously, he was a member of the International Governing Council of SID (1989-1997) and was Principal Coordinator of two reports: "Human Development Report, Rajasthan" and "Millennium Development Goals (MDGs) & Present Status in Rajasthan".

ASJAD NAQVI

Research Director – CERP , Pakistan

Asjad Naqvi is currently the Research Director at the Center for Economic Research in Pakistan (CERP). CERP is a non-profit research center in Pakistan that promotes the use of rigorous quantitative methods and active engagement with policy counterparts to answer outstanding questions in the public policy sphere. Asjad received his PhD in Economics from the New School (New York) in 2012 and his Masters in Economics from the Lahore University of Management Sciences (Pakistan) in 2004. He has extensive research experience in Pakistan and has been working on several key research topics in the fields of governance, household behavior, history and institutions over the past nine years. Asjad heads the CLEAR program in Pakistan, an initiative of the Independent Evaluation Group, World Bank which aims to improve M&E capacity of public sector organizations in developing countries.

BRAD COUSINS

University of Ottawa

J. Bradley Cousins is Professor of Evaluation at the Faculty of Education, University of Ottawa and Director of the Centre for Research on Educational and Community Services. Cousins' main interests in program evaluation include participatory and collaborative approaches, use, and capacity building. He received his Ph.D. in educational measurement and evaluation from the University of Toronto in 1988. Throughout his career he has received several awards for his work in evaluation including the 'Contribution to Evaluation in Canada' award (CES, 1999), the Paul F. Lazarsfeld award for theory in evaluation (AEA, 2008) and the Distinguished Researcher Award from the American Educational Research Association, Research on Evaluation Special Interest Group). He has published many articles and books on evaluation and was Editor of the Canadian Journal of Program Evaluation from 2002 to 2010.

BRUCE RAVESLOOT

TANGO International

Bruce Ravesloot is Vice President of TANGO International, a US firm with more than a decade of experience in the design, monitoring and evaluation of development and humanitarian programming. TANGO is a technical partner in various global M&E and resilience initiatives. Bruce Ravesloot also serves as the Senior Adaptation Advisor for CARE International in Asia, on a retainer basis.

CHANDNI JOSHI

Ms. Chandni Joshi's name is synonymous with gender, rights and macro policies in Nepal and other South Asian countries alike. She is the former Regional Programme Director of UNIFEM (United Nations Development Fund for Women) for South Asia, an office that she set up in 1990 and built up over the next 18 years. She has also worked as a Lecturer at Padma Kanya College and was formerly Joint Secretary as well as Chief of Women Development Division, Ministry of Local Development in the Government of Nepal. She is the Enforcer of Home Net South Asia, which advocates the rights of the invisible women in the informal sector of the region. She is the Vice Chair of South Asia Partnership International - SAPI. Ms. Joshi is also a Trustee in the Board of UK based organization Skill Share International, and Chair of Skill Share South Asia.

CHELLADURAI SOLOMON

Community of Evaluators

CS has 20 years of experience being a researcher, evaluator and management consultant in Asia (India, Bangladesh, Cambodia, Indonesia and East Timor). He is a specialist in rural policy and planning, livelihoods & natural resource management, and child rights. He has undertaken action oriented researches on child rights, government primary education, local governance, socio-economic profile of conservancy workers and employment guarantee scheme. In all, the action researches also generated researched campaign materials for different campaigners especially in India. His current work focus continues to be in the similar role and expertise. He is a Founder Member and a member of the Strategic Advisory Team of CoE – Community of Evaluators, South Asia.

COLLEEN DUGGAN

IDRC

Ms. Colleen Duggan is a Senior Program Specialist and has been with the Corporate Strategy and Evaluation Division of the International Development Research Centre (Canada) since 2005. She brings expertise in human rights and the rule of law in violently divided societies to evaluation research and practice. She is currently leading IDRC's strategic evaluation of research excellence. Before joining IDRC in 2001, she worked for over a decade with the UN High Commissioner for Human Rights and for UNDP on issues of humanitarian response, security sector reform, transitional justice, human rights and peace building in Colombia, Guatemala, El Salvador and New York. Colleen holds a Masters in International Rights and Humanitarian Law from the University of Essex (UK) and a Graduate Degree in International Development and Cooperation from the Université d`Ottawa (Canada).

DEEPENDRA KSHETRY

National Planning Commission, Government of Nepal

Mr. Deependra Kshetry currently serves as Vice Chairman of the National Planning Commission of the Government of Nepal. In this capacity, his is the overall in charge for plan formulating and monitoring the programs of major development Ministries. He heads many committees at the commission and leads delegation to international programs. He took part in Rio+20 event in Brazil, headed the delegation of the government at Landlocked Least Developed Countries meeting at Almaty, Kazakhstan in 2012 and recently took part in the Trade Ministers' meet at Davos in January 2013. Prior to his work at the National Planning Commission, Mr. Kshetry spent 30 years at Nepal Rastra Bank, in which he was gradually elevated to Executive Director Level.

DENNIS BOURS

Pact / SEA Change CoP / Rockefeller Foundation

Dennis Bours, PACT SEA Change Team Leader, has worked globally as a humanitarian and sustainable development professional. He has diverse experience in change management, monitoring and evaluation, disaster risk reduction, operations management and staff capacity building. Prior to working with PACT, he developed a collaborative platform on mediation and conflict transformation in the Asia Pacific region resulting in the Asia Pacific Mediation Leadership Summit, which took place in Bangkok 2-4 December 2011. The Summit design was taken over by the UN Friends for Mediation Group and will become the framework for mediation capacity development beyond the Asia Pacific region.

DIVA DHAR

Abdul Latif Jameel Poverty Action Lab in South Asia

Diva Dhar is a Policy and Training Manager at the Abdul Latif Jameel Poverty Action Lab (J-PAL) in South Asia. She also manages the Centre for Learning on Evaluation and Results (CLEAR) initiative in South Asia. Diva works on strengthening monitoring and evaluation capacity in the region and promoting evidence based policy-making. She has previously worked on the J-PAL Research Team in South Asia and Morocco. She has overseen several randomized evaluations dealing with education, gender, governance in India, Morocco and Bangladesh. She has also worked at the Planning Commission and other NGOs in India. Diva has a Masters in International and Development Economics from Yale University and a B.A. in Economics and International Relations from Mount Holyoke College.

DONNA MERTENS

Gallaudet University

Donna Mertens is a professor of social research and program evaluation at Gallaudet University in Washington DC where she was recognized as the

Distinguished Faculty of the Year in 2007. Her work centers on issues of philosophy and methodology in research and evaluation and linkages with social justice and human rights. She has authored several books including, most recently, Program Evaluation Theory and Practice (Guilford, 2012), She currently serves as the Editor of the Journal of Mixed Methods Research. Mertens is a past President of the American Evaluation Association and provided leadership in the development of the International Organization for Cooperation in Evaluation and the establishment of the AEA Diversity Internship Program in conjunction with Duquesne University.

DUSTIN HOMER

Development Gateway

Dustin is a Development Gateway project manager with a strong monitoring and evaluation background. He is heavily involved in developing DG's innovative results-based management information system and services. He also works on geo-referencing and visualizing development information and manages the Aid Management Platform in Nepal. Prior to Development Gateway, Dustin worked on impact evaluations with US-based evaluation firm Social Impact. He is also a co-founder and director of a Haiti-based community development NGO. Dustin has published peer-reviewed research on education-aid effectiveness and managed a groundbreaking randomized controlled trial on international law.

GANA PATI OJHA

Community of Evaluators – Nepal

Gana Pati Ojha has above 30 years of experience in development cooperation. For the last 20 years he has been actively involved in research and evaluation with state and non-state actors in different countries in Asia. He is the founder president of Imagine Nepal, Capital College and Research Centre, founder and currently a member in the Strategic Advisory team of Community of Evaluators and Vice-Chair of the Community of Evaluators-Nepal. He is also the member of Teaching Evaluation in South Asia (TESA). He has used different approaches of evaluation in his work including appreciative inquiry approach to evaluation.

HOWARD WHITE

International Initiative for Impact Evaluation (3ie)

Howard White is the Executive Director of 3ie, co-chair of the Campbell International Development Coordinating Group, and Adjunct Professor, Alfred Deakin Research Institute, Geelong University. His previous experience includes leading the impact evaluation programme of the World Bank's Independent Evaluation Group and before that, several multi-country evaluations. Other experience includes leading large projects like the World Bank published report African Poverty at the Millennium, and developing the overall direction of poverty training for 2,000 DFID staff at country offices around the world.

INDRASATHI MUNIANDY

Ministry of Finance, Government of Malaysia

Indra has worked for more than 30 years with the Malaysian public sector, specializing in accounting and public finance. He is a lead trainer on outcome-based budgeting with the Ministry of Finance, Malaysia and has been a key member of the Malaysian public sector transformation agenda task team. He has worked in various senior positions within the Malaysian public sector and is also proficient in the Integrated Results-Based Management approach, program logic, and public sector performance improvement.

JAGADISH C. POKHAREL

Dr. Pokharel has held several high level public positions in Nepal. Until recently, Dr. Pokharel was Vice Chairman of the National Planning Commission of Nepal. He was appointed to this highest level of national planning job second time in April 2010. He had held this position previously for 2 years (2006-8), which he resigned immediately after the major political changes that took place in the country after 2006. Before being appointed as Vice Chair of National Planning Commission, Dr Pokharel was Member of the same Commission for five years— 1997-2002. Dr. Pokharel has also taught for over 10 years in the Engineering Institute, Tribhuban University. He received a Ph. D. in Regional Planning from Massachusetts Institute of Technology in 1991; Masters degree in Regional Planning from University of Hawaii, Manoa in 1995; and a Bachelors Degree in Architecture from University of Thessaloniki, Greece in 1978.

JILL HANNON
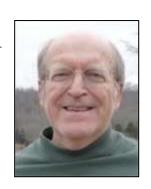
Rockefeller Foundation

As a member of the Evaluation team at the Rockefeller Foundation, Jill Hannon manages the production and dissemination of knowledge products for the Evaluation Office and provides advisory support on the management of results oriented data for the monitoring and evaluation work of the Foundation. Jill also supports the development and scaling of innovative evaluation methods and approaches by engaging practitioners to explore new frontiers for evaluation and technology.

JIM RUGH

Independent Consultant

Jim Rugh, co-author of the RealWorld Evaluation book (see www.RealWorldEvaluation.org), had facilitated workshops on this subject for many professional evaluation organizations in many countries. Jim has been involved in international development for 49 years (in addition to a childhood in India), including 33 years as a specialist in program evaluation. Since retiring as the Director of Evaluation for CARE International in 2007 he has been asked to provide advice and training to many different international development agencies. He currently serves as the Coordinator of the EvalPartners Initiative, a collaborative undertaking of IOCE, UNICEF and many other partner organizations. (See http://www.mymande.org/evalpartners.)

JO TACCHI

RMIT University

Professor Jo Tacchi is Deputy Dean, Research and Innovation in the School of Media and Communication at RMIT University, Melbourne, Australia and an ARC Centre Fellow in the Centre of Excellence for Creative Industries and Innovation. She is a media anthropologist with a special interest in radio and digital media. Her research has included collaborations with a range of partners including UNESCO, UNICEF and other UN agencies, NGOs and corporate partners. Her research has focused both on ethnographic understanding of media and communication for development in a range of contexts, including South and South East Asia, and on developing ethnographically informed participatory and mixed method approaches to understanding social change. She is the co-author of Evaluating Communication for Development: A Framework for Social Change (Routledge, 2013) and Action Research and New Media (Hampton Press, 2009).

JOHN FLORETTA

CLEAR at J-PAL at IFMR

John Floretta is the Deputy Director of J-PAL South Asia where he is also the Head of the Policy and Training Team. He is working to establish the South Asia Center for Learning and Evaluation and Results (CLEAR) and, more broadly, works to build monitoring and evaluation capacity in the region, support dissemination of policy lessons and aid scale-up of successful programs.

JUHA I. UITTO

UNDP

Dr. Juha I. Uitto is Deputy Director of the Evaluation Office at UNDP. He has held a number of positions and conducted a large number of programmatic and thematic evaluations in UNDP and GEF since the late-1990s. Before becoming a fulltime evaluator, Dr. Uitto spent nearly a decade in the United Nations University as coordinator of the environment and sustainable development research and training program. He has published widely in peer reviewed and professional journals on environment, natural hazards and evaluation, and has authored/edited several books on related topics.

JUNE LENNIE

RMIT University

Dr June Lennie is a Senior Research Associate in the School of Media and Communication, RMIT University, Melbourne, Australia. She holds a PhD in feminist evaluation methodologies, gender and ICTs. She has conducted numerous research projects and consultancies with government, non government and international agencies, including a major UN inter-agency consulting project. From 1990 - 2012 she worked on a range of communication-related projects at Queensland University of Technology, Brisbane, Australia. Her work has focused on the development, application and meta-evaluation of participatory research and evaluation methodologies and ICTs for social change, sustainable community development, and rural women's empowerment. This work has included major evaluation capacity development projects in rural communities and with NGOs, including a four year project with a development communication NGO in Nepal.

JYOTSNA PURI

International Initiative for Impact Evaluation (3iE)

Jo Puri has over fifteen years of experience in evaluation and evidence-based policy and has worked earlier at the World Bank and the United Nations. Previously she was Associate Research Scientist at Columbia University and adjunct faculty at the School of International and Public Affairs. Jo's main work in the evidence-policy spectrum has been in poverty, agriculture, environment, infrastructure, health and energy.

KABIR HASHIM

Independent Consultant

Mr. Kabir Hashim is an Economist and an International Development Specialist with extensive experience in Monitoring & Evaluation, Workforce Development and in designing, developing, and implementing development projects. He is a trained M&E consultant with working experience in Sri Lanka, Pakistan, Lao PDR and

Afghanistan and has worked on various other assignments as an M&E Consultant and was a member of the Board of the Governing body of the "International Development Evaluation Association" (IDEAS). He is a member of the Interim Organizing Committee of the Asia Pacific Evaluation Network. Mr. Hashim is a sitting Member of Parliament and a former Minister of Tertiary Education & Training in the Government of Sri Lanka and has led many bi-partisan committees and successfully brought about progressive policy change in Sri Lanka. As a former Minister of Tertiary Education &Training he has extensive experience in Capacity Building & Training and has provided leadership to culturally and socially diverse groups. He also has experience in working in conflict situations in countries such as Sri Lanka, Pakistan and Afghanistan.

KARIN HULSHOF

Regional Director UNICEF- South Asia

 From April 2012, Ms Karin Hulshof has taken up her assignment as the UNICEF Regional Director South Asia based in Kathmandu.   She is responsible for oversight, ensuring overall policy and programme coherence and regional as well as global advocacy for UNICEF in the eight countries of South Asia (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka). From June 2008 to March 2012, Ms. Hulshof, as UNICEF Representative to India, was responsible for the overall coordination, the development, formulation and management of the UNICEF Country Programme of Co-operation. From February 2005 to June 2008 Ms. Hulshof, as Director of Public-sector Alliances and Resource Mobilization Office (PARMO), was responsible for coordinating UNICEF relations, policy dialogue, overall resource mobilisation towards donor Governments, Global Funds and Foundations and International Financial Institutions. Ms. Hulshof joined UNICEF in June 1987 as a Junior Programme Officer in San Jose, Costa Rica, under a programme sponsored by the Government of the Netherlands in cooperation with UNICEF.

KATHERINE HAY

Independent Consultant

Katherine Hay is a seasoned evaluator and leader with 15 years of progressive experience in evidence based development. She is specialized in evaluation design, planning, implementation, and use, in developing country contexts. A champion of evaluation field building, her work includes building evaluation curriculum in universities in South Asia and supporting evaluation communities of practice. Katherine's work and ideas on Evaluation Field Building in South Asia were the focus of a Forum in the American Journal of Evaluation (2010). Katherine was instrumental in the conceptualization and realization of the first Evaluation Conclave held in New Delhi in October 2010. She seeded and supported Community of Evaluators, and has continued doing so since its inception. Katherine has been researching, working, and living in South Asia for over 15 years.

KENNETH BUSH

International Conflict Research, University of Ulster

Dr. Kenneth Bush is the Research Coordinator at International Conflict Research at the University of Ulster. He received his Ph.D. in International Relations and Comparative Politics from Cornell University. From 2004 to 2009, he was a founding Professor of the Conflict Studies Programme at St. Paul University, Ottawa, Canada. He has developed and taught courses on: Evaluation, Methodology for Peace and Conflict Studies, Social Justice, Ethnicized Conflict; Peacebuilding; Post-Cold War Security; International Relations Theory; Conflict Management; Forced Displacement; Foreign Policy; and Indigenous Governance. Dr. Bush has worked with a broad spectrum of development and humanitarian organizations in the Global North and South. He has published widely on issues of peacebuilding, identity-based conflict, and bad governance. His pioneering work on Peace and Conflict Impact Assessment (PCIA) has had a continuing impact on the theory and practice of evaluation in conflict-prone settings.

LAMA KANCHAN
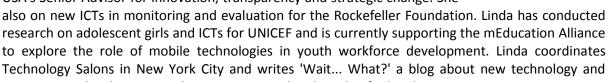
Independent Consultant

Lama Kanchan has more than 25 years experience in gender and social inclusion and has worked as a senior manager in such international development agencies as Action Aid, Lutheran World Federation, International Fund for Agriculture Development, and the United Nations Development Fund for Women. She advocates for women's rights to natural resources at the local, national, and global levels.

LINDA RAFTREE

Plan International , USA

Linda Raftree has worked at the intersection of community development, participatory media and ICTs since 1994. She is currently Plan International USA's Senior Advisor for innovation, transparency and strategic change. She also on new ICTs in monitoring and evaluation for the Rockefeller Foundation. Linda has conducted research on adolescent girls and ICTs for UNICEF and is currently supporting the mEducation Alliance to explore the role of mobile technologies in youth workforce development. Linda coordinates Technology Salons in New York City and writes 'Wait... What?' a blog about new technology and community development. She serves on the board of the kiwanja Foundation, and tweets at @meowtree.

LUCY FAULKNER

International Centre for Climate Change and Development

Lucy Faulkner is experienced in research, monitoring and evaluation, project

planning and design, capacity building and knowledge management in both developing and developed country contexts. For nine years Lucy has provided services in community-based adaptation, communications and education sectors, working with both private and INGO organisations, research institutes and multilateral agencies. She is currently working as an independent consultant, providing expertise in research and monitoring and evaluation for commuity-based adaptation for the International Centre for Climate Change and Development (ICCCAD).

MALLIKA SAMARANAYAKE

UNICEF

Mallika Samaranayake is the founder and director of the Institute for Participatory Development Institute in Sri Lanka, the immediate past president of the Sri Lanka Evaluation Association, and a Steering Committee member of the Community of Evaluators - South Asia. She has more than 30 years experience advising organizations such as UNDP, UNICEF, WHO, and Oxfam in many countries. Most recently, she served as the national coordinator for UNICEF's Tsunami Impact Evaluation in Sri Lanka (2008-2009) and as the Asia-Pacific Regional Coordinator (Core Evaluation Team) for the Paris Declaration Evaluation (2009-2010).

MARCO SEGONE

UNICEF Evaluation Office

Marco Segone works at the UNICEF Evaluation Office, is co-Chair of EvalPartners, co-Chair the UNEG Task Force on National Evaluation Capacity Development and former Vice-President of the International Organization for Cooperation in Evaluation, IOCE. Marco led UNICEF's efforts to develop an approach to evaluation that is responsive to social equity and gender equality. He co-authored a book on this subject available in English, French, Spanish, Russian and Arabic, and coordinated the development of e-learning on the same subject.

MARINA APGAR

World Fish Centre

Marina has a strong background in developing indigenous resilience and the strengthening of impact evaluation in natural resource management. Marina is a human ecologist and is currently a post doctorate fellow at the World Fish Center, working on the knowledge sharing, learning and innovation theme of the CGIAR Research Program on Aquatic Agricultural Systems (CRP AAS). She has over 15 years experience working in participatory action research mainly with indigenous peoples in Latin America on endogenous development and environmental management.

MICHAEL BAMBERGER

Michael Bamberger has evaluated development programs throughout Africa, Asia, Latin America, and the Middle East. He worked for more than a decade with NGOs in Latin America. During his 22 years with the World Bank, he worked on M&E in many different sectors, including gender and development, and evaluation capacity development. Since retiring from the Bank, he has consulted for a number of UN, multilateral, and bilateral development agencies; published widely on development evaluation; and served on the editorial board of several evaluation journals. His most recent book (co-authored with Jim Rugh and Linda Mabry) was *RealWorld Evaluation: Working under Budget, Time, and Data Constraints* (2006). He has organized training programs on evaluation in more than 30 countries around the world.

MICHAEL Q PATTON

Independent Consultant

Michael Patton is an independent organizational development and evaluation consultant. He is former President of the American Evaluation Association and recipient of both the *Alva and Gunnar Myrdal Award* for "outstanding contributions to evaluation use and practice" and the *Paul F. Lazarsfeld Award* for lifetime contributions to evaluation theory from the American Evaluation Association. He is the author of six evaluation books including a 4th edition of *Utilization-Focused Evaluation* and 3rd edition of Qualitative *Research and Evaluation Methods*. He has been an instructor in the International Program for Development Evaluation Training since its beginning, and regularly provides workshops through the American Evaluation Association's professional development courses and The Evaluators' Institute.

MUHAMMED ABDUL MANNAN

Government of Bangladesh

Muhammed Abdul Mannan is at present Chairman of Standing Committee on Public Accounts (PAC) of Bangladesh Parliament as well as sitting as member in the Standing Committees on Ministries of Finance, Public Administration, and Defense. He Joined politics in 2005 and was nominated and returned as Member of Parliament (MP) in 2009 from Bangladesh Awami League (the largest political party in Bangladesh). Mr. Mannan is also a Member of the Bangladesh Low-laying and Wet Land Development Board and the National Water Resources Council, both chaired by the Hon'ble Prime Minister. Prior to this, Mr. Mannan spent 29 years in the Civil Service (1974 – 2003) in the Finance, Public Administration, Home Affairs and Election Commission Ministries. Mr. Mannan had a period of service in the Prime Minister's Office as Director General (DG) of NGO Affairs. Also served as Minister (Economic Affairs) in Bangladesh Permanent Mission in Geneva, Switzerland.
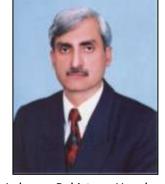
MUHAMMED SHAHID

Ministry of Narcotics Control, Government of Pakistan

Mr. Mohammad Shahid is presently working as Director General Ministry of Narcotics Control. Prior to this assignment worked as Joint Chief Economist in the Planning Commission, Government of Pakistan, Islamabad. He holds a degree in Economics from University of Punjab, Lahore, Pakistan. He also holds Masters degree in Development Economics, William College, USA. Lately, he did h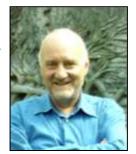is Masters in Defence & Strategic Studies, Quaid-e-Azam, University, Islamabad, Pakistan and is graduate from National Defence University, Islamabad, Pakistan.

MURRAY SAUNDERS

Lancaster University

Director of the HERE (Higher Education Evaluation and Research) Centre, Department of Educational Research, Lancaster University) and Professor of Evaluation in Education and Work. I have acted as a consultant to, and undertaken a wide range of evaluation projects for, the British Council, DfES [Department for Education and Skills], DFID [Department for International Development], ESRC [The Education and Social Research Council], HEFCE [Higher Education Funding Council], the UN and a variety of regional agencies. I have carried out evaluation and research projects in a wide range of cultural contexts, including in Asia: China, Japan, Singapore and India; in Africa: Tanzania, Kenya, Nigeria, Ghana and Ethiopia; in Latin America: Mexico and Chile: In the Middle East: Jordan as well as other member states of the EU and Russia. I enjoy promoting and developing evaluation practice as past president and Council member of the UK Evaluation Society, Board member and immediate past president of the European Evaluation Society, chair of the co-ordinating committee for the establishment of the IOCE [International Organisation for Cooperation in Evaluation] and its current vice-president. Most recently, I am on the executive committee of EvalPartners. I am associate editor of the only European international multidisciplinary academic journal in the field – Evaluation.

PANKAJ CHHETRI

DBI – Equal Access Nepal

Pankaj Chhetri is working at the Digital Broadcast Initiative, Equal Access Nepal as the senior ICT Officer, focusing on the integration of ICT into multiple areas. Pankaj is a firm believer in the power of technology as a basic need, and as a tool that can help lead societies and countries towards improved development. In addition to his role in ICTs, Pankaj supports the use of new media and social media to promote awareness and to address pressing social issues.

PATRICIA ROGERS

RMIT

Patricia Rogers is Professor in Public Sector Evaluation and project director of BetterEvaluation – a platform for improving evaluation practice and theory by sharing information about evaluation methods. Her current research focuses on evidence-based policy, including documenting and learning from practice-based evidence, methods for evaluation of programs and strategies with complicated and complex aspects, and building organizational monitoring and evaluation systems. She has been awarded the American Evaluation Association's Myrdal Award for Evaluation Practice, the Australasian Evaluation Society's Evaluation Training and Services Award for outstanding contributions to the profession of evaluation, the AES Caulley-Tulloch Prize for Pioneering Literature in Evaluation and (with Sue Funnell) the AES Best Evaluation Study Award.

PAUL BACON

SEA Change

Paul Bacon has over 15 years international experience in a range of countries, sectors and development organizations and currently works as an M&E Expert t SEA Change CoP. His development work began with a Voluntary Services Overseas (VSO) in Papua New Guinea, but for the past 6 years Paul has been based in Cambodia working in Cambodia and the region on projects with government, ministries and international/local NGO's. His monitoring and evaluation background evolved from his experience in management information system development, information management and related data collection/analysis. His initial M&E work focused on managing primary and institutional data sets to 'service' indicators in frameworks. He gradually became responsible for the broader aspects of M&E work including the conceptualization of results based frameworks, the design and implementation of baseline surveys, capacity building and the mentoring of M&E staff and teams.

PERNILLA NASFORS

World Bank

Pernilla Näsfors is a Development Data Specialist working with overall project management of the Open Aid Partnership, hosted in the World Bank Institute in Washington DC.

PRIYA NANDA

Director - Social and Economic Development group for the International Center for Research on Women's (ICRW)

In her role, Dr. Nanda oversees research, policy and programmatic work on issues related to gender equality and poverty reduction, with a focus on the intersections between economic and health issues. Her expertise includes research, measurement and evaluation of women's economic empowerment and access to health services, including reproductive health and HIV. Prior to joining ICRW in 2006, she was a consultant to the World Health Organization for the global data analysis of equitable access to antiretroviral drugs. Priya Nanda also was the director of research for the Center for Health and Gender Equity (CHANGE), where she was responsible for monitoring HIV/AIDS policy and programs, and providing technical guidance to program staff for research and advocacy on PEPFAR-funded programs in Africa. She is well-recognized for her seminal report on the gender impact of health sector reforms in Africa and Asia. Priya holds a doctorate degree in health economics from the Johns Hopkins University, a master's in international affairs from Columbia University and a master's and bachelors in economics from the University of Delhi.

PRIYANKA DUBEY

Amaltas

Ms. Priyanka Dubey has a Masters degree in Social Work from University of Mumbai. At Amaltas, she is presently working on an IDRC Project - Strategic Evaluation on Research Excellence. She has anchored the project on Final Evaluation of UN Women's support to PWN+ and Evaluative Assessment of the Wellcome Trust supported Capacity Development Grant to the Public Health Foundation of India and the UK Consortium. Prior to joining Amaltas, she has been part of a series of impact and process evaluations for public health programs related to the maternal and child health, nutrition and family planning.

RAJIB NANDI

Institute of Social Sciences Trust (ISST)

Dr. Rajib Nandi is a Sociologist with an M. Phil degree in Applied Economics from JNU, New Delhi and a Ph.D. is Sociology from the same university. He has been working with Institute of Social Studies Trust (ISST), New Delhi since 1998 with progressively greater responsibilities over years, in research and research management. He has worked extensively on a range of research projects including programme evaluations and evaluative studies. His areas of research are gender, livelihood issues of poor urban communities, ICTs and environment among other areas.

RAM CHANDRA KHANAL

Community of Evaluators – Nepal

Ram Chandra Khanal has over 15 years of experience in managing projects and programmes related to sustainable agriculture, biodiversity, social forestry, water, renewable energy and climate change. Since last 10 years, he has been actively involved in evaluation and action research and has worked with various national and international organizations in Asia. He is one of the founding member of Community of Evaluators (south Asia) and General Secretary of Community of Evaluators (COE) Nepal. He is interested to work on evaluation field building aspects at policy and programme level related to natural resources management and adaptation to climate change projects.

RAM CHANDRA LAMICHHANE

Independent Consultant

Ram Chandra Lamichhane is a facilitator and evaluator. He has facilitated over 150 capacity building training and workshops, mostly usinf appreciaitive inquiry approach. He has conducted research using AI approach including his MS and PhD theses. He is currently coordinating the Teaching Evaluation in South Asia (TESA) in Nepal. He is also the general secretary of Imagine Nepal, an institute promoting appreciative inquiry. He has been involved in M&E and in conducting evaluations.

RAMESH TULADHAR

Community of Evaluators

Ramesh Tuladhar, a post graduate in Applied Geology and a Ph. D degree holder in Economic Geology, was engaged with implementation and management of development works related to mineral and water resources of Nepal. Since last 10 years he has focused his works to disaster risk management particularly in policy and strategic plan formulation as well as impact evaluation. He has worked with several working experience with international organizations such as JICA, UNDP, GTZ, OXFAM -GB etc. He is a founder member of COE and founder Chairperson of CoE-Nepal and committed to establishing a culture of evaluation in Nepal through development and dissemination of knowledge in evaluation, capacity building of evaluation stakeholders, and promotion of evaluation theory and practice. He looks forward to working in the impact evaluation related to disaster risk reduction and climate change.

RANJANI K MURTHY

Independent Researcher

Ranjani K Murthy is an Independent Consultant on gender, poverty and health, and is the author of four books on these themes. She has experience in evaluation, project formulation, training and research from a gender lens. She is on the editorial board of the journal Gender and Development, and on the board of several organisations in India. With the

support of Institute of Social Studies Studies Trust she is presently working on a Tool Kit on Gender Aware Evaluation Methods. She can be contacted at rk_km2000@yahoo.com

RASHMI AGRAWAL

Institute of Social Studies Trust (ISST)

Dr. Rashmi Agrawal holds a Ph.D in Psychology from Lucknow University and has a long experience as a trainer and researcher in the field of Education, Employment and Other social issues. At present she is working as Director in the Institute of Applied Manpower Research. The institute is functioning under the aegis of Planning Commission, New Delhi. Earlier she has worked with Department of Education and Ministry of Labour. She has initiated and designed a diploma course in 'Monitoring and Evaluation' as course director which has been launched this year for international participants. The course has been approved by Govt. of India.

RATNA M SUDARSHAN

Institute of Social Studies Trust (ISST)

Ratna Sudarshan is Advisor, formerly Director, at the Institute of Social Studies Trust, and co-editor of the Special Issue of the Indian Journal of Gender Studies on Evaluating Gender and Equity, 2012 (19:2).

RAVI VERMA

Institute of Social Studies Trust (ISST)

Dr. Ravi Verma is regional director for the International Center for Research on Women's (ICRW) Asia Regional Office in New Delhi, India. In this role, Verma leads ICRW's local and regional efforts to conduct research, provide technical support, build capacity and partake in policy dialogue on an array of issues, including preventing domestic violence, engaging men and boys to empower women, reproductive health, HIV/AIDS, and economic development. Verma brings more than 25 years of extensive programmatic research and evaluation experience in the field of family planning and reproductive health starting with his work on 'Understanding and improving Quality of Family Planning Services and Care in Five Indian States' followed by evaluations of many governmental and non-governmental FP and RH schemes over the years.

REBECCA MILLER

Dr. Rebecca Miller studied sociology, criminology, and education at the University of Toronto and Queen's University in Canada. Since obtaining her PhD from the University of Auckland in New Zealand, she has worked for different international research institutes as a Research Fellow and currently serves as Foreign Expert at the Institute for Population and Social Research (IPSR) at Mahidol University in Bangkok. She has over 14 years of experience in research and evaluation, training and facilitation, policy analysis and development, strategic planning, project design and management, and stakeholder management. Her work has focused primarily on gender and human rights, social protection, trafficking in persons, migrant smuggling, and crime prevention. She has worked in Cambodia, Canada, China, Fiji, Lao PDR, Myanmar, New Zealand, Nigeria, Papua New Guinea, Philippines, Samoa, Solomon Islands, Thailand, and Vietnam.Rebecca is regularly sought by UN agencies, donor governments, and nongovernmental organizations (NGOs) as a gender advisor and evaluation consultant. Her most recent evaluation work includes a formal independent appraisal of the draft project design document of AAPTIP (Australia-Asia Program to Combat Trafficking in Persons), a $50 million project to improve investigation and prosecution of trafficking in person cases in the ASEAN region. Rebecca was also an advisor and evaluation consultant for the UN Women Global Programme for Safe Cities for Women and Girls and the UN Pacific Fund to End Violence against Women.

ROBERT CHAMBERS

Institute of Development Studies, University of Sussex

Dr. Robert Chambers is a research associate at the Institute of Development Studies, University of Sussex. He has a background in biology, history and public administration. His current concerns and interests include professionalism, power, the personal dimension in development, participatory methodologies, teaching and learning with large numbers, agriculture and science, Seasonality Revisited, and Community-Led Total Sanitation. He popularised within development circles such phrases as "putting the last first" and stressed the now generally accepted need for development professionals to be critically self-aware. Robert Chambers will co-facilitate a workshop on Participatory Evaluation and deliver a keynote speech at the conclave.

RUKMINI BANERJI

Pratham

Dr. Rukmini Banerji is the Director of Programs at Pratham, an organization that reaches three million primary school age children in India every year. She is also the Director of the ASER Centre, the autonomous research and assessment unit of Pratham. The ASER Center seeks to use simple, rigorous methods to generate new evidence for action; to disseminate evidence widely; and to build the capacity of individuals and organizations across the country to do the same. Rukmini has also worked as an investigator on J-PAL evaluations such as the Read India program and Mother Literacy Project.

SADIKA AKTHER

International Centre for Diarrhoeal Disease Research, Bangladesh

Born in Dhaka-Bangladesh, she received her undergraduate education at the University of Jahangirnagar and postgraduate studies at Jahangirnagar University, Savar, Dhaka in Anthropology. Trained in Research Methodology from University Carleton, Ottawa, Canada. Ms. Akhter is a researcher working in the field of maternal and child health. Currently she is involved as Co-Investigator under the study title Evidence based policy making in Bangladesh.

SANJAY SAXENA

Total Synergy Consulting

Sanjay Saxena has over twenty three years international experience of working on development sector projects and has worked on over one hundred donor funded projects in over twenty one countries. He has worked extensively in the areas of E-Governance, Monitoring and Evaluation, Capacity Building, Urban Reform and Public Financial Management. Sanjay has more than ten years experience as a Team Leader / Lead Advisor and has led numerous multi disciplinary international teams on projects across different thematic areas. He is a qualified Cost and Management Accountant, holds Advanced Diplomas in Computer Software Applications and a Post Graduate Diploma in Urban Management and Planning from IHS, Netherlands. He runs a consultancy firm called Total Synergy Consulting which provides consulting services on development sector projects.

SANTOSH MEHROTRA

Planning Commission, Government of India

Santosh Mehrotra is Director-General, Institute of Applied Manpower Research, the only autonomous research institute of the Planning Commission, with the rank of Permanent Secretary, Government of India.   He was Head of Development Policy Division, Planning Commission until August 2009, Head of the Rural Development Division, Planning Commission (2006-08), and lead author of India's 11th Five Year Plan (2007-12). He also led the team that wrote India's Human Development Report 2009.

SHAKILA BANU

James P. Grant School of Public Health of BRAC University in Bangladesh

Dr. Shakila Banu is a Training Physician working at icddr,b, Dhaka and Adjunct Faculty of James P Grants School of Public Health, Bangladesh. She has a combination of experience as a public health researcher, programmer and trainer. Shakila is basically a medic and then did her MSc. in Epidemiology from London School of Hygiene and Tropical Medicine, UK. As a training physician she organised training program for public health professionals on Epidemiology and Biostatistics, qualitative research methodology, bio ethics, clinical management of diarrhoeal diseases and malnutrition. Along with research and program monitoring and evaluation has always been one of her passions throughout her whole professional carrier. She wants to know more of evaluation

programs on climate change and adaptation programs and more of translation research into action which would be appropriate for Bangladesh.

SHAMIKA RAVI

Assistant Professor in Economics & Public Policy – Indian School of Business, Hyderabad

She holds a PhD in Economics from New York University (2006) and a Masters degree in Economics from Delhi School of Economics at the University of Delhi (1998). Her research interests include Applied Financial Economics (Microfinance), Health Economics, and Impact Assessment of Public Programs. Shamika Ravi is the author of numerous papers published in leading academic journals, and has been awarded research grants from among others the Ford Foundation and the Open Society Institute. She is a Fellow at the Microfinance Management Institute in Washington, DC, and has also been an instructor in Microeconomics and Analytical Statistics at the New York University Department of Economics.

SHIV KUMAR

Catalyst Management Services (CMS)

Shiv has over 19 years of experience and accomplishments in social development in India and internationally. He has founded several organisations within the Catalyst Group - Catalyst Management Services, a consulting firm; and two not for profit organisations, Swasti – health resource centre and Vrutti – a livelihood resource centre. Shiv's experience spans consulting, research, capacity building and implementation of development initiatives. He brings to board innovative perspectives to address challenges of the development sector, particularly through technology. He has helped countries and organisations successfully raise funds and apply them well. He serves in the Board of number of NGOs and business enterprises and in India on several national level task forces and technical resource groups. He has travelled and worked internationally in over 20 countries.

SHRADDHA CHIGATERI

Institute of Social Studies Trust (ISST)

Shraddha Chigateri has a PhD in Women and Gender Studies from the University of Warwick, UK. Her areas of research interest are on gender and development, and gender and human rights. She currently works at the Institute of Social Studies Trust (ISST), New Delhi, where she leads an IDRC and Ford Foundation funded project entitled 'Engendering Policy through Evaluation'. The project aims to strengthen the understanding of the gendered implications of policies and programmes and to enable the formulation of more gender sensitive approaches to evaluation. To this end, ISST conducts workshops which are both capacity building exercises through training on research methods, theories, approaches, and sharing of participants' experiences of evaluation. ISST are also developing training materials based on their partners' case studies on gender and evaluation,

and they offer small research grants for reflective research on evaluation, more information on which is available at http://www.feministevaluation.org/

SHREYASI JHA

UN Women South Asia

Dr. Shreyasi Jha is the Monitoring and Evaluation Specialist for UN Women Office for India, Bhutan, Sri Lanka and Maldives. Prior to joining UN Women, Dr. Jha worked with UNDP's Human Development Report Office in New York. She has extensive experience conducting evaluation and research at UNDP and the World Bank across sectoral and thematic areas. Dr. Jha has taught international relations and sustainable development at New York University, University of Pennsylvania and University of Texas at Austin. She has a doctorate in Public Policy from University of North Carolina at Chapel Hill and a Masters in Economics from Oxford University.

SHUBH KUMAR – RANGE

Community of Evaluators

Shubh Kumar-Range is currently working as a development policy analyst and evaluator. She has worked on a wide range of poverty reduction, food and nutrition security, agricultural development, and women and children related programs and policies over three decades. Specialized in strategic and policy analysis, she has published numerous research papers, book chapters, edited a conference volume for World Development, and served as referee for many journals. Several of her research papers have been used as reference material in university courses, including at the Kennedy School, Harvard University. She is currently based in India, and is a Founder Member of the Community of Evaluators for South Asia (CoE). Her educational background includes a Masters degree in Human Nutrition from Delhi University, and a Ph.D in International Nutrition and Agricultural Economics from Cornell University.

SIMON HEARN

Overseas Development Institute

Simon is a Research Fellow in the Research and Policy in Development programme at ODI, London. He has coordinated the global Outcome Mapping Learning Community for the past five years and has been facilitatingOutcome Mapping training workshops for the past four years. He advises a number of projects and programmes in Africa and Europe in

applying Outcome Mapping, with a particular emphasis on strategic planning and monitoring of policy influencing.

SOMA DE SILVA

Sri Lanka Evaluation Association (SLEvA)

Soma De Silva is a former Regional Monitoring and Evaluation Officer UNICEF Regional Office for South Asia. She is a founder member and two times past president of the Sri Lanka Evaluation Association and the immediate past president of the International Organisation for Collaboration in Evaluation (IOCE).former co-chair of EvalPartners. She has initiated and is currently coordinating the project 'Teaching Evaluation in South Asia' which is designed to establish evaluation training at post graduate diploma level in academic institutions in South Asia and is sponsored by the International Development Research Centre. For nearly twenty years she has worked in the field of evaluation, commissioning, organizing and supporting evaluations of national development programmes, She initiated and coordinated the South Asia Evaluation volume published in 2008.

SUNEETA SINGH

Amaltas

Dr. Suneeta Singh is the CEO of Amaltas, a research and consulting organization based in Delhi. As Technical Lead on Amaltas projects, she has worked on over 30 projects in the past 5 years on a variety of policy and strategy issues, commissioned by governments in South and East Asia, the UN, bilaterals such as USAID and DFID, Foundations such as BMGF and TCIF, and NGOs. Before she joined Amaltas, she worked as a Senior Public Health Specialist at the World Bank for 10 years where she was responsible for ensuring that available knowledge was adequately translated into the design, supervision, and completion reporting on the Bank's support of Government programs such as TB, HIV/AIDS, Leprosy, Cataract Blindness, and Health Systems Development.

SUNYANA WALIA

Senior Specialist – ICRW, Asia Regional Office

Sunyana Walia is a senior specialist at the International Center for Research on Women's (ICRW) Asia Regional Office. In this capacity, Walia coordinates intervention research projects on adolescent reproductive health and women's empowerment. She also assists partner institutions to design evaluations and monitor programs. Walia has extensive experience evaluating life skills programs for adolescent girls and measuring women's empowerment. She has coordinated several impact evaluations on reproductive and sexual health in India and examined the links between workplace interventions and women's empowerment. Before joining ICRW in 2001, Walia worked for six years with the Self-Employed Women's Association in Ahmedabad on a longitudinal research study. She also worked as a research associate with the Indian Institute of Management, where she coordinated an evaluation study on a national residential school program. Walia has a master's

degree in sociology theory from Gujarat University and a bachelor's in political science from Punjab University.

TESSIE CATSAMBAS

EnCompass LLC

Anastasia (Tessie) Tzavaras Catsambas is President of EnComass LLC and brings 25 years of experience in planning, evaluation and management of international programs and activities. Ms. Catsambas is an innovator and practioner in appreciative evaluation methods, and is co-author of book Reframing Evaluation Through Appreciative Inquiry. She brings expertise in leadership development, quality improvement, the use of technology to support learning, and the development of strategies. Her clients include the World Bank, the United Nations, USAID, The Aspen Institute, the US National Academies of Science, the Public Broadcasting Service, and others. At the American Evaluation Association (AEA), Ms. Catsambas served as a co-Chair of the International and Cross-Cultural Evaluation Thematic Interest Group (ICCE) for four years. She serves in the Executive Committee of EvalPartners, and has supported partnership building between the AEA and UN Women to build gender-responsive evaluation skills at the AEA and globally.

TRICIA WIND

IDRC

Tricia Wind helps steward IDRC's evaluation system so that it supports both accountability and learning. She works closely with IDRC programs and IDRC-supported researchers, using and adapting methods that provide rapid feedback for program and project improvement – all of which is geared toward supporting development. Evaluating the results of research for development requires acknowledging complexity and how change happens in systems. Tricia's work uses approaches and methods that take that complexity into account. Before joining IDRC in 2007, she worked for several Canadian non-governmental organizations. Her work involved travel to Central America, and she lived for several years in East Africa.

TUAN DOAN

Save The Children

Tuan Anh Doan (Save the Children) is the Climate Change and Emergency Program Manager/Asia Regional Technical Advisor, FSL. He has over 20 years of field experience in FSL programming and small enterprise development including post-crisis situations in numerous countries in Asia. He was the founder of the only national Vietnam Microfinance Bulletin and instrumental for the establishment of Microfinance Networks in Vietnam and Myanmar. His most recent publications include Toddy Palm Sugar Subsector Analysis in Myanmar, Vietnam's New Law on Microfinance: On the Way to an Enabling Environment (on CGAP website), Livelihoods Rapid Needs Assessment in Post-Nargis

Myanmar, Guidebook on Staff Salary System and Incentive Scheme for MFIs (to be published) and co-authored Design of a prospective, randomized evaluation of an integrated nutrition program in rural Vietnam. Food and Nutrition Bulletin 2002. He has extensive experience in monitoring and evaluation, climate-smart livelihood alternatives, and value chain and subsector analysis using positive deviance approach, etc. He holds a MBA degree from Henley Management College in the UK.

URS NAGEL

UNICEF

Urs Nagel is UNICEF's Regional Evaluation Adviser for South Asia. He has extensive experience in designing, leading and conducting evaluations for different UN organizations, and in applying approaches and tools aimed at integrating a human development and gender equality perspective in evaluations. Urs has played a central role in developing evaluation-related guidance for UNDP and UNESCAP evaluation managers and consultants.

VARAD PANDE

Indian Ministry of Rural Development

Varad Pande is the Officer on Special Duty (OSD) to India's Minister for Rural Development where he advises the Minister on sustainable livelihoods, social security, climate resilience, and monitoring & evaluation. He is a member of the Government of India's Expert Group on Strategies for Low Carbon Inclusive Growth. Varad also advises Prof Abhijit Banerjee on the UN Secretary General's High Level Panel on a Post-2015 Development Agenda, and was the sherpa of his Minister in the UN Secretary General's Global Sustainability Panel. Before joining the Government, he was a Team Leader at the strategy firm Monitor Group. Varad has also previously worked at the World Bank on governance decentralization with Professor Lant Pritchett. He holds an MPA/ID from Harvard Kennedy School, and MA from the University of Cambridge and a BA from St. Stephen's College, Delhi

WILL PARKS

UNICEF

Dr Will Parks is the Deputy Representative for UNICEF, Nepal. He is an internationally recognised specialist in social policy, public health, medical anthropology, strategic communication, health promotion, and participatory appraisal, monitoring, and evaluation. For over 20 years, he has contributed to the planning, management and evaluation of social policies and public health programs throughout the world. He has conducted training and research for the analysis of child poverty and the prevention and control of communicable and non-communicable diseases in close collaboration with National Ministries and non-government organizations in 38 countries. Prior to joining UNICEF in early 2007, Will was a Strategic Communication Adviser to UNICEF and WHO (2004-2006), Public Health Adviser to the Ministries of Health in Samoa and Fiji (2004-2006), Technical Officer in Strategic Communication with WHO in Geneva (2001-2003), and course coordinator and lecturer in social sciences and public health at the University of Queensland School of Population Health (1996-2001). He has worked extensively with AusAID, the Secretariat of the Pacific

Community, WHO's South East Asia Regional Office, WHO's Western Pacific Regional Office, the Pan American Health Organization, and the UK Department for International Development. He has written and

YAMINI ATMAVILAS

Chair, Gender Studies at Administrative Staff College of India

She is a gender specialist and social scientist specializing in research, advising and capacity building in the areas of human development; gender and development; measurement of gender discrimination; monitoring and evaluation techniques; and gender responsive budgeting and auditing. She is involved in evaluations of national women's programmes, including conditional transfers. She is also in projects for capacity building on evaluation for various state governments. She serves as a member of the Technical Steering Group for Developing an index of gender-discriminatory social institutions; is on the Equity Working Group on right to education in Andhra Pradesh; and a technical committee on indexing education services. She has been a Visiting Fellow, Poverty Reduction and Social Development Unit, Organisation for Economic Cooperation and Development (OECD) Development Centre, Paris, France.

YUMIKO KANEMITSU

UN Women

Yumiko Kanemitsu is the United Nations Entity for gender Equality and the Empowerment of Women (UN Women) Regional Evaluation Specialist for Asia and the Pacific, and a member of the UN interagency on evaluation in Asia and Pacific (UNEDAP). Yumiko has a MA in Migration Studies, 15 years of experience in development work in Africa, the Middle East and Asia in various UN agencies and an international NGO in results based management, evaluation, study and survey and capacity development. In her current capacity in UN Women, Yumiko has been supporting gender responsive evaluations in different sectors.

Not pictured:

Albert Salamanca
Andrew Zubiri
Asela Kalugampitiya
Awny Amer
Azra Jafferjee
Bhabatosh Nath
Bikash Koirala
Champak Prasak Pokhrel
Chandra Bhadra
Christine Roehrer
Hugh Waddington
Jaya Singh Verma
Julien Brewster
Kapil Thukral
Kelly Hewitt
Khilesh Chaturvedi
Kultar Singh Siddhu
Leodegardo Pruna
Martha Mcguire
Mitesh Chaturvedi
Mitesh Thakkar
N.A. Kalimullah
Narayan Bhatta
Rc Khanal
Richard Columbia
Riffat Lucy
Romeo Santos
R S Goyal
Ruhi Singh
Siddhi Mankad
Sunayna Walla
Teertha Dhakal
Tim Larsen
Tirtha Rana
Udan Fernando

Annexure III: Feedback Form

Evaluation Conclave 2013

   a. **What are the three things you liked about the conclave?**

      1.

      2.

      3.

   b. **What are the three improvements you would suggest?**

      1.

      2.

      3.

   c. **What are the three lessons / take home messages for you from this Conclave?**

      1.

      2.

      3.

   d. **What were your favourite sessions, speakers, or workshop?**

Sessions	Speakers	Workshops
1.	1.	1.
2.	2.	2.
3.	3.	3.

   e. **Given your experience at this event, how interested are you in attending the next conclave in 2015?**

Very	Somewhat	Unsure	Somewhat	Very

Interested	interested		uninterested	uninterested

f. How likely are you to recommend the next conclave to others

Very likely	Likely	Unsure	Unlikely	Very unlikely

**g. Rate the overall quality of the conclave on a scale of 1 to 10
(with one being very poor and ten being excellent)**

1	2	3	4	5	6	7	8	9	10

h. Overall the conclave (choose one):

- 1.Exceeded my expectation
- 2.Met my expectation
- 3.Largely met my expectations
- 4.Largely did not meet my expectations
- 5.Did not meet my expectation

Any other comments / suggestions:

Name (optional):

Registration Number / Id:

Organisation (optional):

Thank you very much for your time. Please note that we will be sending you a more detailed feedback form over email / web-link. We kindly request you to complete the form to help us get detailed feedback on each session.

Evaluation Conclave 2013: Evaluation for Development

CoE Visioning Meeting in Kathmandu

This Meeting took place on 2nd March 2013 at the Hyatt Regency Kathmandu in Nepal

Contents

Participants and Email Addresses

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Urvashi Wattal	urvashi@cms-india.org

Objectives

10. Get to know the new members and integrate them with new members
11. Structure of the Board, and beyond the Board
12. Roles and Capacity of the Board
13. Role of the Secretariat
14. Revisit and refine the tasks, as the membership has increased and some tasks may be bigger, with a greater need to engage members
15. Clear idea of focus areas for phase II
16. Commitment and leadership, and responsibilities, of members for different tasks
17. Agree on way forward
18. EvalPartners should accompany and support CoE

Agenda

8:30-9:15	Welcome and Introductions
9:15-10:30	Appreciative mini interviews, wishes on priorities
10:30-11:00	Tea Break (organize the cards of priorities)
11:00-11:30	Revisiting the Vision of CoE
11:30-12:00	Division into teams and instructions
12:00-13:00	Priority Group Discussions
13:00-14:00	Lunch
14:00-14:30	Priority Group presentations
14:30-15:15	Feedback and discussion of Priority Group presentations
15:15-15:30	Tea Break
15:30-16:30	Roles and Responsibilities (Board, Member Leaders, Secretariat)
16:30-17:30	Closing activity
17:30	Appreciation

A meeting of the Community of Evaluators (CoE) members was held on 2 March, 2013.

Welcome and Introduction

Shiv Kumar introduced the newly-elected board to the CoE members, and Mallika Samaranayake as the new President of CoE. She welcomed all and thanked EvalPartners for facilitating the planning process for CoE, and touched on the importance of mentorship for new members.

Appreciative Inquiry Session

Martha began the Appreciative Inquiry session by setting out the following objectives:

1. Integration of new members
2. Achievements so far
3. Re-visiting priorities of CoE
4. Define the ways forward

The Appreciative Inquiry process included a number of sessions, which are outlined in the agenda. The first activity drew out the skills and talents of the present CoE members, as well as what was desired from CoE by its members. Three things that were desired included:

1. A solid plan for moving forward;
2. Learning from CoE;
3. A consolidated plan for working together.

Appreciative Interviews

The first activity for the Appreciative Inquiry session was Appreciative Interviews. Participants were asked to conduct Face-to-Face discussions with someone they don't know well, and to write down what are the priorities for CoE, according to them. These priorities were later used to create the Task Groups.

Revisiting the Vision

Martha asked the participants to *"Take a quiet moment to reflect on the existing plan of the CoE, and to imagine it is 2 years from now. We are here having the Evaluation Conclave 2015, and celebrating all that we have achieved in the last 2 years. What is happening to make us so pleased with the progress of the CoE? What have we achieved?"* The answers given by the participants are listed below:

- Institutionalising CoE, and sustainability
- CB on advocacy and lobbying
- Advocacy with government and other policy makers
- Strong VOPEs in every country in South Asia increased membership
- Strong platform for sustainability
- Resource centre in coming years
- Scientific journal
- Participation from each country in SA

- Large-scale diverse and engaged community
- Capacity of evaluators methodologically
- CoE credible centre of excellence
- Full participation of each country in SA – sub-regional networks and events
- CoE vibrant community of practice for evaluation practitioners and decision makers too
- CoE contributed to eval cultures
- Written outputs / videos
- Strong platforms
- Happiest community
- Family membership
- Engagement in government policy
- Recognition from SAARC
- Contribution to Evaluation year 2015 – visibility for CoE
- 2-3 webinars by CoE members
- 5 recognitions for CoE board members – internationally and from the region
- Established national chapters
- Active members (not just more members) across 5 activity areas
- Concrete contribution
- Centre of excellence for evaluation professionalism in SA, contributing to development for stakeholders and partners
- Expectations from CoE
- Visible footprint of CoE and how it contributes in South Asia
- Government will ask CoE members' views on report of the auditor's general – seen as an influencer of policy, and consulted for policy making

What's exciting about this vision? The participants expressed the following:

- Hope
- Commitment
- Happiness
- Energy
- Confidence
- Clarity
- Contributor
- Determination
- Connection between countries
- Linkage between the present and the future

Task Groups

Some common themes were distilled from the ideas on Priorities:
1. **Creating Networks :** between various countries as well as without
2. **Knowledge Building and Management:** pulling together the knowledge that does exist and disseminating it so it can be used
3. **Building Enabling Environments:** Continuous interactions and workshops to develop evaluation culture and adoption of Evaluation Policy

4. **Institutional strengthening**: membership, active membership, strong organisation, strong financial
5. **Standards and Competencies** –this title had few members of interst and was removed as a unique Task Group. Standards and competencies will be integrated in all the task groups.

All present CoE members were asked to group around the title that they would be most interested in, and to discuss the following points:

- Review what we said in our existing plan for this priority area
- Goals for this priority area
- What do we want to achieve in the next year
- Who should be involved (both here and not here)
- What resources can we access? (expertise and funds)
- How should we begin?

Creating Networks

The goals and actions for the Creating Networks team were presented by Karon Shaiva.

The following three **goals** were set out for the Creating Networks Task Group:

1. Create networks through Conclave 2015
2. Create networks by leveraging Evaluation Year 2015
3. Create action plan for networking at different levels.

More specific goals for the **next year** were divided into goals at the national, regional, and international level.

National – at least one specific entity should be identified for each country which would be a partner for CoE, with a clear arrangement of roles and responsibilities

Regional – ensure participation of a majority of members. Develop a mechanism for collaboration and knowledge sharing.

International – positions in international associations should be filled by CoE members, and vice versa. This would create a strong link. Dual / combination memberships with members of other organisations should also be encouraged. Additionally, programmes for mutual learning and benefit should be developed with other VOPEs.

The following groups and individuals were identified as being those **who should be involved**:

1. The Task group listed above;
2. Representatives from each country involved with CoE;
3. Potential members of CoE with the required skills and expertise for reaching the goals of the Creating Networks task team.

The **Resources** required for meeting these goals were expertise, and funds. People with expertise in networking and in technology would be needed, and anyone woith a technology background would be able to help in creating a network. The pool of people includes CoE members, partners, donors, existing knowledge and documentation. Funds can be generated from the CoE budget, events such as regional events and the conclave, corporate partners, university / institutional grants, and multilateral and bilateral organisations that support VOPEs.

Three steps were determined for moving towards these goals:

1. Identify ecosystems, players, stakeholders, and groups who can partner with the CoE in the national, regional, and international arenas;
2. Create an outreach plan for interacting with the identified groups;
3. Identify and carry out specific activities for engagement. The activities should have specific actions and attached individuals who will take responsibility for carrying out the actions.

Discussion:

The discussion around creating networks revolved largely around the details for meeting the listed goals. Jim Rugh of EvalPartners suggested that members of CoE should become involved in other existing networks, including EvalPartners. EvalPartners can offer tools to nascent organisations for establishing successful VOPEs. Networking between national and regional VOPEs must be encouraged, and CoE will have to think through the partnerships. National VOPEs may look at CoE as a knowledge donor.

Responsibilities, roles, and recognition were also discussed. It was suggested that "connectors" can be pinpointed, who will work with the secretariat in building networks. The CoE will have to put in place a system for ensuring that individuals/groups that take on responsibilities follow through on delivery, and receive recognition for their work. For example, people can be thanked for their individual roles at the next Evaluation Conclave.

Knowledge Management

The objectives and goals for the Knowledge Management team were presented by Siddhi Mankad.

Srl. No	Goals	Next Year	Who?
1	Build new knowledge in M&E within the region through research and documentation	Set up a group of experts	Task Team Secretariat Members
2	Document good practices as well as dilemmas and challenges relevant to the South Asian context	set up a call, identify who the applicants would be to take this forward	Task Team Secretariat Members
3	Build and operate forums to discuss and debate issues of evaluation in SA	Website, largely	Task Team Secretariat Members
4	Build and operate forums and platforms share and disseminate knowledge and experience of evaluation in SA	Re-working on interactive features of the website Webinars Face to Face meetings and Regional Meetings Making Newsletter more participatory Mailing and discussion group Promoting CoE and individual work of members through social media - requires a lot of contribution Registry of members' skills and expertise	Task Team Expert Group - Technical as well as thematic experts Secretariat for logisitcs and collation

<u>Discussion:</u>

It was mentioned in discussion that many of the functionalities for knowledge management and building are already in place, but there is a question of putting the functionalities in operation. For example, the find an Evaluator function, online journal, and discussion forums. Sandip also mentioned that if the need and facilities are there, we can set up mechanisms for a peer-reviewed journal as well. Farid Ahmed inquired about the website – how to make it more interactive and whether a functionality for uploading documents can be put in place. As many of the suggestions revolved around the website becoming a truly interactive platform for CoE members, **it was decided that the Secretariat would complete a thorough review of the website's functionalities and possibilities for both knowledge management and building networks.**

It was noted that evaluation practitioners often do not like to write, and other options should be explored for disseminating information. Tricia Wind suggested the developing a buddy-system for writing articles. Shiv Kumar added that interns could be utilised to help write articles. Natalia Kosheleva said that new technological options like webinars should also be explored. Urvashi Wattal suggested collaborations with academics, to facilitate the inclusion of articles written by CoE members in academic journals. Karon Shaiva reiterated the importance of having a mentorship system in building a community, and suggested that the knowledge management and networking teams could take this up.

Building Enabling Environments

The goals and actions for the Building Enabling Environments team were presented by Asela Kalugampitiya.
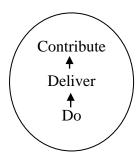
The main goal was to partner with Policy Makers, which would include:

- National Planning Commissions
  - National
  - Sub-national
- Development Ministries (e.g. MRD, Health, Education)
- Parliamentarians – Sub-Committees
- Independent Commissions
- Key Civil Service organisations(CSOs) that are involved in policy debate
- Media
- NGO/INGO Coordinating entities

Outcome Impact
- Use of Policy to Strengthen development
- Strengthened evaluation policy framework

Outputs ⟶

Contribute
↑
Deliver
↑
Do

Ideas: Activities/ Outputs:
- **<u>Concept Paper</u>** on "why you need a policy" (identify key policy elements)

- **<u>Workshop with</u>** policy makers to advocate
  (event)   (decision)
- **<u>Working groups/task</u>** teams of govt. officials
  Other stakeholders (CoE)

- Entry point: engage with champions (govt./ parliamentarians, etc.)

- Engage with national-level VOPEs (subject to strengthening of VOPEs)

- Develop advocacy material

- Engage with UN + other international partners (included Evaluation Partners) to highlight policy import
  (international experiences + good practices)
- Develop a model e-policy
- Infuse evaluation-thinking in post- 2015 dialogue

Within the next year:

What?	By When?	Who?
1. Concept Paper (CP)	Q2	
2. Identify Champions	Q1	
3. Develop/issue advocacy material (AM)	Q2-3	
4. At least 2 Workshops/ events in 2 countries 4 PMs	Q3-4	
5. Develop model policy (MP)	Q4	
6. Identify international partners and VOPEs + develop national action plan	Q1	

Discussion

A long discussion ensued on this broad title. Some participants were of the opinion that the plan seemed too ambitious, and it should be broken down into activities and outputs for the next 12 months, and begin with developing advocacy material and identifying champions in the region, who would work on behalf of CoE. Rashmi suggested that it is important to create demand for policy at ground level, and for this someone from each country should be a member of this task group. She also said that this task team would collaborate with the network team. Ram Chandra Lamichhane added that many stakeholders are involved in

creating enabling environments, including the civil society and media, who should also be included.

There was much discussion on involving parliamentarians from various countries of South Asia in evaluation. Tricia brought up the point that specific policy intent sometimes becomes difficult for partners / donors / members who may be part of the government, and may cause them to withdraw if there are conflicts.

Shiv Kumar spoke on the importance of building a roadmap for putting a policy in place, and drilling down policy to executable actions. The roadmap should include details such as– what are the actions we need, what is likely to come in the way? What are the likely conflicts of interest? Potholes and bumps need to be identified. This is a practical action that can be taken quickly, and will facilitate the process of putting in place a policy.

Another suggestion to start from basic things in building enabling environments. Why did some studies fail completely? What are the costs of not having evaluation studies? We can also take a broader look on the notion of what an enabling environment is. Some persons in the position of commissioning evaluations may not know what evaluations are. Providing learning and capacity building opportunities can be a mandate of CoE, and a technical expert in the field is required.

Jim Rugh reiterated that an official representative of CoE should be on IOCE and EvalPartners boards. There are many similar task forces in EvalPartners – Jim encouraged leaders of each task force to join the corresponding task force in EvalPartners.

Marco Segone also offered support from UNICEF and EvalPartners. It's not money and or assignments, but simple things with networking. It was recognised that much can be achieved simply by working with people who are willing.

The discussion ended with reports of positive feedback from parliamentarians who had been present at the Evaluation Conclave. Asela mentioned that Kabir Hashim from Sri Lanka was very willing to work with evaluators in developing policies, and Bhabatosh Nath mentioned that the parliamentarian from Bangladesh had offered his own office for M&E activities.

Institutional Strengthening

Urvashi Wattal presented the goals and actions for the Institutional Strengthening task group.

This task group was asked to work on two aspects of institutional strengthening: building organisations, and financial sustainability.

Urvashi explained that the discussion for this task group had focused around the goal of "Strengthening CoE structure, and its policies and programmes".

Eight **objectives** were developed for the Institutional Strengthening task force:

1. Develop and review membership policy – attracting more members from different countries etc.

2. Relationship between CoE SA and regional partners – develop a working mechanism between the two groups
3. Forming task teams
4. Develop principles and a value system for CoE
5. Defining a programme policy for CoE - events, systems for KM etc
6. Knowledge Management aspect - develop strategic plan
7. Develop a resource mobilisation plan
8. Evaluation of CoE in a year to see whether the goals have been met.

In addition to the Task Group and governing board, someone with expertise in organisational development would be required for ensuring that the objectives are reached. This would require an expert who can guide on how to put systems in place, as well as someone who can look at and manage the CoE funds and fund raising.

Three initial tasks were identified:

1. Assign roles for each member of the task group;
2. Look for further funding post-evaluation Conclave;
3. Develop Action Plans for each task team.

Discussion:

An important point that came up in discussions was the relationship between CoE and national chapters. Farid brought up the importance of having clear documentation of policies and plans for memberships, and using these to create synergy between CoE and the subscribing organisations, for the mutual benefit of all the organisations involved. Gana Pati Ojha clarified that country chapters are independent organisations, and suggested that this discussion should be taken up by the Networking Task Group. However, Bhabatosh Nath mentioned that if the "CoE" brand name is being used by an independent VOPE, there should be some accountability and connection with the main CoE body. These relationships will need to be discussed and documented. Ram Chandra Lamichhane felt that organisations using the CoE name should be monitored by CoE, and CoE should help in building institutional capacities of regional-level organisations.

Karon added that in developing a membership policy and a principles and values sytem, we must also look at learnings from other sectors. For example, how do you bring professionalism into the development sector? She pointed out the importance of involving people from all sectors and backgrounds in CoE. Rashmi said that these issues require a lot of debate, as we need to reconcile the desire for having ethics and professionalism with keeping membership open to all people and organisations. Gana Pati Ojha said the important part was keeping members engaged in a vibrant community.

As we are looking at a large number of tasks, it is important to look at the bandwidth of CoE as well. CoE should look at how we can best leverage our resources to accomplish our tasks. For example, CLEAR already have a successful webinar series that reaches a large audience. We should look at teaming up with them to produce webinars, rather than starting from scratch.

Roles and Responsibilities (Board, Members Leaders, Secretariat)

In the next activity, participants were asked to list out what they like, and what they would like to see more of, from the Board, the Member Leaders, and the Secretariat. The results are in the tables below:

Board	
What I like	**What I Want More of**
Commitment	Contribution
Responsiveness	Continued communication and sharing and feedback
Cooperation	Centre of excellence
Election process	Strategic direction to the task teams
Openness	Figure out how to prioritise needs for evaluation
Dedication	Progress reviews with task teams
Inspiration	Linkages and learning from other groups
	Availability for action

Member Leaders	
What I get	**What I want**
Expertise	Communication
Cooperation	Open sharing
Ideas	Comments and feedback
Food for thought	Action
Collaboration	Effectiveness
Leadership	Active participation
Organisation and facilitation of leadership activities	Contribution
	Communication circulation
	Technical know-how
	Progress
	Responsibility

Timely delivery of planned activities

Secretariat	
What I Get	**What I Want more of**
Cooperation	Continuous attention
Coordination	Web support
Knowledge about events	Communication
Frequent contacts	Logistics support when needed
Updating info of CoE	Pocket money for trips
Responsive	Linkage development with other Evaluation Associations
Smart	Follow up
Follow up	Quick response
Facilitated organised action	

Closing Session

In the Closing Session, Natalia thanked CoE on behalf of EvalPartners, for inviting EvalPartners to be a part of the visioning for CoE's future. She explained that EvalPartners is a wide netork driven by a vision and belief in the power of relationships. Natalia went on to describe the five Task Forces of EvalPartners:

1. Peer to Peer task force: for supporting mutual growth for VOPEs;
2. Toolkit Task Force: developing toolkit to strengthen VOPE's capacity;
3. Knowledge Generation Task Force: to develop and further knowledge about VOPE's;
4. Advocacy for Enabling Environment Task Force: design and implement an advocacy strategy; and
5. Equity and Gender Task Force: developing resources on gender and equity.

Natalia asked all participants to please approach the IOCE and EvalPartners if they see anything of interest.

Tricia said a few words on IDRC and reminded that IDRC will be holding a meeting with CoE in Delhi on 7th March. Mallika thanked EvalPartners for facilitating this session for CoE. This would be a first step towards a stronger connection between the two organisations. She went on to say that there is now a plan of action in place – the Task Groups will work on developing

and implementing the plans, and the themes for the next conclave will emerge from the discussions.

Martha thanked Tessie Catsambas for developing the agenda, the board members and CoE members for facilitating the discussion. Gana Pati Ojha also thanked everyone on behalf of CoE Nepal.

The session closed with a presentation by Thangavelu Ramaswamy of CMS on interim feedback from the Evaluation Conclave.

Action Points

1. Secretariat will circulate lists for coordinating meetings of Task Teams
2. Secretariat will deliver the minutes by 11th, including email addresses for coordinating Task Team meetings
3. Each task team should have a meeting and put together a practical workplan for the task team within 4 weeks
4. CoE will send word of a representative to IOCE within one week
5. Secretariat to review the functionalities and systems of CoE websites
6. Secretariat will send out a call to all CoE members outlining the 4 task groups and asking that members get in touch with the designated task team leader if they want to be involved in a task team.

Names and Leaders of Task Groups

The names of members in each task group are provided below. **It was decided that at least one board member should be a part of each task group, and that one person would take responsibility for setting up the first meeting by 20th March.** The Team leaders are marked with a star, and board members' names are in bold. Please refer to the list of participant names and email addresses for arranging the meeting.

Creating Networks	Knowledge Building and Management	Building Enabling Environments	Institutional Strengthening
Nazmul Kalimullah* **Chelladurai Solomon** Riffat Lucy Jim Rugh Sandip Pattanayak Dechen Zangmo Karon Shaiva	Siddhi Mankad* **Sonal Zaveri** Khairul Islam Sandip Pattanayak Kamrul Ahsan Ravi Shankar	Rashmi Agrawal* **Gana Pati Ojha** Nazmul Kalimullah Kanchan Lama Mussarat Youssuf Rituu Nanda Asela Kalugampitiya Shiv Kumar Urs Nagel	Ram Chandra Lamichhane* **Bhabatosh Nath** Kanchan Lama Khairul Islam Urvashi Wattal Tshering Wangmo Farid Ahmed

Annexure V: List of CoE members in Support Teams

CoE Support Teams
Strategic Advisory Team
Shubh Kumar-Range
Solomon Chelladurai
Mallika Samaranayake
Gana Pati Ojha
Bhabatosh Nath
Content Development Task Team
Sonal Zaveri
Asela Kalugampitiya
Shiv Kumar
Katherine Hay
Logistics Task Team
Ramesh Tuladhar
Rashmi Agrawal
Karon Shaiva & Idobro
Thangavelu Ramaswamy
Media Task Team
Riffat Lucy
Gana Pati Ojha
Karon Shaiva
Outreach Task Team
Chelladurai Solomon
Shiv Kumar
Asela Kalugampitiya
Karon Shaiva
Resource Mobilisation Task Team
Shiv Kumar
Kultar Singh
Katherine Hay
Ram Chandra Khanal
Khairul Islam
Mallika Samaranayake