



Community of Evaluators South Asia

REPORT

Evaluation Conclave, 2015

January, 2016



Programme at a Glance

23 Nov 2015	24 Nov 2015	25 Nov 2015	26 Nov 2015	27 Nov 2015
08 30 – 09 00 Opening of the Collaborative Event				
09 00 – 17 00 Skills Development Workshops (Either half-day or full-day)	09 00 – 17 00 Skills Development Workshops (Either half-day or full-day)	09 30 – 12 30 Parliamentarians' Meeting (in the Nepal Parliament)	09 00 – 10 30 Keynote presentations	09 00 – 10 30 Keynote presentations
			11 00 – 12 30 Panel presentations	11 00 – 12 30 Panel presentations
		16 30 – 19 30 Inaugural Ceremony of the Evaluation Conclave, 2015 (Yak & Yeti Hotel)	13 30 – 15 00 Keynote presentations	13 30 – 15 00 Panel presentations
			15 30 – 17 00 Panel presentations	16 00 – 17 00 Closing Ceremony
17 30 – 19 00 Side Events	17 30 – 19 00 Side Events	19 30 – 21 00 Reception	17 30 – 19 00 Side Events	

Activities in Plenary



Workshops/Panels in parallel sessions



Side Events



ACKNOWLEDGEMENTS

The Community of Evaluators – South Asia wishes to acknowledge and appreciate, with thanks, the following contributions to the Evaluations Conclave, 2015.

Inaugural Address:

Robert **Chambers**

Keynote Speakers:

Farzana **Ahmed**, Pramod Kumar **Anand**, Teertha Raj **Dhakal**, John **Gargani**, Penny **Hawkins**, Katherine **Hay**, Caroline **Heider**, Colin **Kirk**, Natalia **Kosheleva**, Nancy **MacPherson**, Robert **McLean**, Ziad **Moussa**, Ada **Ocampo**, Jyotsna **Puri**, Patricia **Rogers**, Marco **Segone**, A K **Shiva Kumar** and Vice Chair, National Planning Commission, Nepal

Skills Development Workshops and Demonstrations:

Organisation: Bill & Melinda Gates Foundation; Institution Builders & Darshana Collective (India); International Initiative for Impact Evaluation; J-PAL/CLEAR South Asia; The Institute of Social Studies Trust (ISST), India, UNICEF, University of Toronto & St. Michael's Hospital (Canada)

Individual Workshop Leads: Robert **Chambers** & Mallika **Samaranayake**, Serge Eric **Yakeu Djiam**, Rolando **Gonzales**, Martha **McGuire**, Patricia **Rogers**, Barbara **Rosenstein**

Panel Presenters and Moderators:

Kerry **Abbott**, Shailesh **Acharya**, Rashmi **Agrawal**, Pramod Kumar **Anand**, Yamini **Atmavilas**, Alexandra **Avdeenko**, I C **Awasthi**, Sabine **Becker-Thierry**, Krishna **Belbase**, Pragyan **Bharati**, K N **Bhatt**, Debarshi **Bhattacharya**, Khalil **Bitar**, Aniruddha **Brahmachari**, Maria **Bustelo**, Chaitali **Chattopadhyay**, Indrajit **Chaudhuri**, Jacqueline **Chen**, Debasish Ray **Choudhuri**, Andrea **Cook**, Arup Kumar **Das**, Priya **Das**, Nitin **Datta**, Sorovi **De**, Arnab **Dey**, Teertha Raj **Dhakal**, Dharmendra, Shiva K **Dhungana**, Brian **Diener**, Ajaya **Dixit**, Robert **Dreibelbis**, Colleen **Duggan**, Julia **Espinosa**, Natalie **Fol**, John **Gargani**, Marie **Gervais**, Khalida **Ghaus**, Meena **Gopal**, Robbie **Gregorowski**, Laurel **Hanscom**, Kabir **Hashim**, Katherine **Hay**, Caroline **Heider**, Fabrice **Henar**, Kelly **Hewitt**, Karin **Hulshof**, Madhu **Jagdeeshan**, Tarun **Jain**, Emmanuel (Manny) **Jimenez**, Roselyn **Joseph**, Abu Said Md. **Juel Miah**, Prakash **Kafle**, Megan G **Kennedy-Chouane**, **Kezang**, Sonali **Khan**, Ram Chandra **Khanal**, Barnabas **Kindo**, Stefanie **Krapp**, Ritesh **Laddha**, Julie **LaFrance**, Ram Chandra **Lamichhane**, Heather **Lanthorn**, Beryl **Leach**, LEITMOTIV Social Consultants, Victor **Mabika**, Siddhi **Mankad**, Erica **Mattellone**, Martha **McGuire**, Robert **McLean**, Sharmila **Mhatre**, Bianca **Montrosse-Moorhead**, Rajendra **Mulmi**, Priya **Nanda**, Rituu **Nanda**, Bhabatosh **Nath**, Rosetti **Nayenga**, Tulasi **Nepal**, Gana Pati **Ojha**, Lazima **Onta-Bhatta**, Gobinda C **Pal**, Bishnu Hari **Paudel**, Shanthi **Periasamy**, Daniel **Philips**, Ananda Prasad **Pokharel**, Jyotsna **Puri**, Mahamed **Rage**, Muhammad **Rahimuddin**, Anuradha **Rajan**, Vira **Ramelan**, Jigmi **Rinzin**, Mark M **Rogers**, Tao **Rui**, Shagun **Sabarwal**, Niranjana **Saggurti**, Mallika R **Samaranayake**, Peta **Sandison**, Nilangi **Sardeshpande**, Aparna **Seth**, Ghulam Muhammad **Shah**, Karon **Shaiva**, Shubh **Sharma**, Sona **Sharma**, Swapnil **Shekhar**, Urmy **Shukla**, Kultar **Singh**, Ruchika **Singh**, Chelladurai **Solomon**, Sanjeev **Sridharan**, Alok **Srivastava**, Reinhard **Stockmann**, Kalyani **Subramaniam**, Ratna M **Sudarshan**, Yogesh **Suri**, Raju **Tamang**, Ramesh **Tuladhar**, Juanita **Vasquez-Escallon**, Mathis **Wackernagel**, Hugh **Waddington**, Vivien Margaret **Walden**, Kathy **Walkling**, Urvashi **Wattal**, Jane **Whynot**, Serge Eric **Yakeu Djiam**, Le **Yin**, Sonal **Zaveri**



About the Community of Evaluators - South Asia (CoE-SA)

The Community of Evaluators, a Section 25 company registered in India, is a consortium of evaluators from South Asia working together to strengthen the field of evaluation.

The member countries are: Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan, and Sri Lanka; however, membership is open to other nationals as well. Currently there are over 400 members in this network.

It is South Asia's largest network of Evaluators, and a platform for Evaluators to interact and engage with one another. CoE provides opportunities for knowledge sharing, capacity development, networking advocacy, developing protocols and standards for evaluation in South Asia.

G O V E R N I N G B O A R D

President	Mallika R Samaranayake
Secretary	Sonal Zaveri
Vice President	Gana Pati Ojha
Treasurer	Chelladurai Solomon
Member	Abdul Ghani
Member	Bhabatosh Nath
Member	Jyotsna Puri
Member	Jagadish C Pokharel
Member	Khairul Islam

Table of Contents

Acknowledgements	i
Summary	3
Detailed Programme	7
1. The Evaluation Conclave, 2015	15
1.1 Introduction	15
1.2 Structure of the Event	16
1.3 Participation at the Evaluation Conclave, 2015	17
1.4 Management of the Evaluation Conclave, 2015	18
1.5 Response to the Call for Contributions	18
1.6 Event Management	19
1.7 Outreach	19
1.8 Joint Inauguration of the Global Evaluation Week	20
1.8.1 Welcome from EvalPartners– Ms Natalia Kosheleva (Co-Chair, EvalPartners)	20
1.8.2 Welcome from Nepal - Dr Teertha Raj Dhakal (Joint Secretary, Chief M&E Division, NPC Nepal)	20
1.8.3 Welcome from CoE-SA - Mrs Mallika R Samaranayake (President, CoE South Asia)	21
1.8.4 Policy-makers Message - Hon. Kabir Hashim (Chair, Parliamentarians’ Forum for Development Evaluation, South Asia & Minister of Minister of Public Enterprise Development, Government of Sri Lanka)	22
1.8.5 EvalPartners Message - Mr Marco Segone (Director, UN Women Independent Evaluation Office)	22
2. Inauguration of the Evaluation Conclave, 2015	25
2.1 Welcome - Dr Gana Pati Ojha	25
2.2 Introduction to the Conclave - Mrs Mallika R Samaranayake	26
2.3 Address by the Chief Guest: Rt. Hon. Khadga Prasad Sharma Oli, Prime Minister of Nepal	27
2.4 Keynote Address: Evaluating the Sustainable Development in the context of SDGs -Mr Marco Segone	28
2.5 Keynote Address: Bridges, signposts and milestones for evaluation in the post-2015 development landscape - Dr Colin Kirk	29
2.6 Keynote Address: Monitoring and Evaluation work of the National Planning Commission of Nepal - Dr Yuba Raj Khatiwada	31
2.7 Keynote Address: Becoming a global evaluator - Mr Robert McLean	32
2.8 Inaugural Address: Inclusive rigour for complexity - Dr Robert Chambers	34
2.9 Book Launch - IDRC	36
2.10 Vote of Thanks - Dr Sonal Zaveri	37
2.11 Celebratory Dinner	37
3. Keynote Addresses	39
3.1 Keynote Panel 1 (09 00 – 10 30 h; 26 November 2015)	39
3.1.1 Opening Remarks by Dr Emmanuel Jimenez	39
3.1.2 Keynote Speech - Ms Nancy McPherson New Frontiers for Evaluation: Evaluation in a market-led globalized world – will our profession rise to the challenge?	39
3.1.3 Keynote Speech - Dr A K Shiv Kumar Sustainable Development Goals: Implications for Development Evaluation in South Asia	40
3.1.4 Keynote Speech - Dr John Gargani Our Global Evaluation Community: New Possibilities, New Responsibilities	42
3.2 Keynote Panel 2 (13 30 – 15 00 h; 26 November 2015)	43
3.2.1 Opening Remarks by Ms Penny Hawkins	43
3.2.2 Keynote Speech - Ms Ada Ocampo Evaluation Capacity Development in the post 2015 era - Why it matters?	43
3.2.3 Keynote Speech - Ms Farzana Ahmed Evaluation and Public Sector Management 44	45
3.2.4 Keynote Speech - Dr Jyotsna (Jo) Puri Complexity and Causality - what are we learning?	45
3.2.5 Keynote Speech - Dr P K Anand Evaluation Techniques for Development Schemes	46
3.3 Keynote Panel 3 (09 00 – 10 30 h; 27 November 2015)	47
3.3.1 Opening Remarks by Dr John Gargani	47
3.3.2 Keynote Speech - Ms Natalia Kosheleva Evaluation in the era of sustainable development	48
3.3.3 Keynote Speech - Ms Penny Hawkins Bridging the gaps between commissioners, practitioners and users of evaluation	49

4. Skills Development Workshops and Demonstrations	51
4.1 Introduction	51
4.2 Workshop Abstracts	52
4.3 Abstracts of Demonstrations	65
5. Panel Sessions	69
5.1 Introduction	69
5.2 Summaries of Panel Discussions	69
6. Side Events and the Closure of the Global Evaluation Week	97
6.1 Side Events	97
6.2 Closure of the Global Evaluation Week	100
6.2.1 Remarks by Mrs Mallika R Samaranayake (President, CoE SA)	101
6.2.2 Remarks by Dr Colin Kirk (Co-Chair, EvalPartners)	101
6.2.3 Keynote Address: Mr Ziad Moussa, President, IOCE & Co-Chair, EvalPartners	102
6.2.4 Remarks by Dr Som Lal Subedi, Chief Secretary, Government of Nepal	103
6.2.5 Remarks by Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal	104
6.2.6 Vote of Thanks Dr Gana Pati Ojha, Chairperson, Community of Evaluators, Nepal	104
7. Evaluation of the Conclave	107
7.1 Introduction	107
7.2 Methodology	107
7.3 Results	107
7.3.1 Feedback on the Workshops	107
7.3.2 Keynote Sessions	115
7.3.3 Panel Sessions	115
7.4 Overall assessment of the Conclave	116
7.5 What others said about the Conclave	117
8 Annexes	119

Summary

The Community of Evaluators – South Asia (CoE-SA) held its 3rd Evaluation Conclave (Evaluation Conclave, 2015) at the Yak and Yeti Hotel in Kathmandu, Nepal from 23 to 27 November, 2015. The event was held in collaboration with EvalPartners and Parliamentarians’ Forum. The Evaluation Conclave was a component of the Global Evaluation Week held as a culmination of, and celebrating the International Year of Evaluation (EvalYear).

The primary theme for the Conclave, *‘Building bridges: Use of Evaluation for decision making and policy influence’* is to bring state and non-state actors on using evaluation for decision-making advent of SDGs. The key themes of the Conclave 2015 were **use, participation, equity, and gender**.

The joint event consisted of three components; pre-conclave Skills Development Workshops and Skills Demonstrations (on 23-24 November at Yak and Yeti Hotel); half-day celebration organized by EvalPartners, CoE-SA, CoE-Nepal and Parliamentarians’ Forum in the Parliament of Nepal, launch of the EvalPartner’s five-year strategy (forenoon of 25 November 2015 at the Parliament of Nepal); and the inauguration of the Conclave (afternoon of 25 November 2015 at Yak & Yeti Hotel) followed by two days of Panel Sessions (on 26-27 November at Yak and Yeti Hotel) focussing on sharing experiences on evaluations.

Altogether 376 participants from 61 countries attended the event. CoE SA appointed six Working Groups provide oversight to the management of the Conclave. In response to the Call for Contributions, 90 proposals were received, out of which 51 sessions composed of 15 Skills Development Workshops, 3 Demonstrations, 26 pre-formed panel sessions, and a further seven (7) panel sessions made up of 30 accepted Abstracts were included in the final programme. Outreach work was undertaken in collaboration with Sambodhi Research & Communications Pvt Ltd., India whilst U-Turn, Kathmandu was the Event Manager.

The Joint Global Evaluation Week was formally inaugurated at a simple ceremony on 23 November. Welcome addresses on behalf of EvalPartners, Nepal, and CoE SA were followed by a short Policy-makers Message by Hon. Kabir Hashim, and an EvalPartners message from Mr Marco Segone.

The inauguration of the Evaluation Conclave, 2015 was held on 25 November 2015 in the Regal Hall of the Yak & Yeti Hotel. Rt. Hon’ble Khadga Prasad Sharma Oli, Prime Minister of the Government of Nepal graced the occasion as the Chief Guest. The Guests of Honour were Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal and Hon. Sherdhan Rai, Minister of Communications and Information Technology, Government of Nepal. Dr Gana Pati Ojha welcomed the Rt. Hon. Prime Minister, dignitaries and the participants on behalf of CoE SA. After an introduction to the Conclave by Mrs Mallika R Samaranayake, President CoE SA, keynote addresses were delivered by Mr Marco Segone (UN Women Independent Evaluation Office), Dr Colin Kirk (Director, Office of Evaluation, UNICEF), Dr Yuba Raj Khatiwada, (Vice Chair, National Planning Commission, Nepal) and Mr Robert McLean (IDRC, Canada). The inaugural address was delivered by Dr Robert Chambers (Dr Robert Chambers, Institute of Development Studies, University of Sussex). The Address by the Chief Guest, Rt. Hon. Khadga Prasad Sharma Oli, Prime Minister of Nepal was well received. Following the launch of the book, *Evaluation in the Extreme: Research, Impact and Politics in Violently Divided Societies*, published by SAGE Books India and IDRC Books, Dr Sonal Zaveri (Secretary, CoE SA) proposed the Vote of Thanks. The inauguration was closed with a celebratory dinner at Yak & Yeti Hotel.

On 26 and 27 November, there were three keynote panels held in the plenary. The first of these in the morning of 26 November was moderated by Dr Emmanuel Jimenez (3ie); the Panellists were Ms Nancy MacPherson (Rockefeller Foundation), Dr A K Shiv Kumar (UNICEF India), and Dr John Gargani (President,

Gangani+ Company, USA). The 2nd keynote panel was held in the afternoon of 26 November and was moderated by Ms Penny Hawkins (DFID); the Panellists were Ms Ada Ocampo (UNICEF), Dr Jyotsna Puri (3ie), Ms Farzana Ahmed (ADB), and Dr P K Anans (NITI Aayog, India). The 3rd keynote panel held in the morning of 27 November was moderated by Dr John Gargani; the Panellists were Ms Natalia Kosheleva (EvalPartners) and Ms Penny Hawkins. Around 80% of the respondents found the plenary keynote sessions were worthwhile to attend and they found the presenters knowledgeable, with high profiles and good speakers. Participants also found the sessions were interesting and addressed the real evaluation issues and methods. However, around 20% of the participants rated the plenary sessions as **average** and **poor**. They commented there were too many presentations. Some of the participants were not clear how the presentations related to one another.

There were altogether 15 Skills Development Workshops on 23 and 24 November. Most Workshops were of full-day duration. The number of participants in these Workshops was 404. Overall, the participants were pleased with the SDWs. There was a variation in the number of attendees to workshops, which was reflected in the variation in the number of survey respondents from five (in W- 10) to 40 (in W- 15). Of the 221 respondents of the Workshop Surveys, 46% rated SDWs as '**Good**' and almost 24% as '**Excellent**', distantly followed by '**Average**' ratings (12%), and '**Very Poor**' (10.86%), while almost 7% of the respondents rated their workshop session as '**Poor**'. Qualitative feedback also reflected the overall satisfaction with the workshops. Participants were happy with the choice of topics and the quality of the facilitators. Participants suggested improvements to the workshops; these included having more practical (how, what and when), scripting/scenario setting, role play, and video demonstration of evaluation, include more specific issues on public policies, include one or two practical workshops. Provide soft copies of presentations and materials, limit the number of presentations, reduce academic presentations, and provide better logistic supports such as internet or Wi-Fi access to all participants along with computer or technical support.

On 26 and 27 November, there were 22 pre-formed Panel Sessions; in addition, seven (7) panels were formed by the Secretariat based on 30 abstracts submitted by the proponents. In regard to the question whether the panel sessions were worthwhile to attend or not, around 3 out of 4 participants rated as '**good**' and '**excellent**'. They found the country-specific examples were very practical and they learned new evaluation techniques. They found it as a great platform of networking and regional knowledge-sharing on evaluation perspectives. They also found that the panel sessions were useful and they would be able to use evaluation techniques to influence country policies. However, limited time for questions and answer sessions, too many speakers and somewhat off-topic discussions by the speakers were negative aspects mentioned by a few participants, and these could be the reasons of having 25.9% of the participants rated the panel sessions as '**average**'.

During the week, four side events were held, organised by UN Women, India, Water Supply and Sanitation Collaborative Council, IDRC, Canada, and Ms Barbara Rosenstein (IAPE). CoE SA organised a networking meeting of its Members on 26 November at Greenwich Village Resort, Kathmandu. All the side events were well attended.

The Global Evaluation Week was closed on 27 November at a session co-chaired by Mrs Mallika R Samaranayake (CoE SA) and Dr Colin Kirk (UNICEF). Mr Ziad Moussa (President, IOCE) delivered a keynote address. On behalf of the Government of Nepal, Dr Som Lal Subedi, (Chief Secretary) delivered a special address. The Guest of Honour was Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation of the Government of Nepal. The session was closed with Dr Gana Pati Ojha, Chairperson, CoE Nepal proposing the Vote of Thanks.

Overall, a large percentage of participants rated the Conclave experience with '**good**' and '**excellent**' ratings with more than half of them expressing '**good**' (56.9%) rating and a little less than one-third of

the participants (31.0%) rating the Conclave experience in the '**excellent**'. The participants found that the Conclave was a good initiative, interesting, well-managed and informative. The Conclave contributed to increase understanding for participants and they wished to have this type of programme in a regular interval.

However, 7(12%) out of 58 respondents rated the Conclave experience average to poor with having six (6) respondents in '**average**' rating and one (1) in '**poor**' rating on the scale 1-5 where 1 being '**very poor**' and 5 being '**excellent**' rating. They would like to see more substantial presentations and challenging activities, and expect more participation among the attendees and a consistent quality standard maintained throughout.

January 2016



PRESS CONFERENCE
Global Evaluation
23 - 27 November 2015, Kathmandu
EvalPartners Global Evaluation
Community of Evaluators South Asia
&
EvalYear Event at the Legislature



Press Meet
22 Nov 15



Detailed Programme

Monday, 23 November 2015	Venue
08 30 – 09 00	
Inauguration of the Global Evaluation Week	Regal I
Skills Development Workshops	
09 30 – 12 30	
Managing and Conducting Joint Evaluations (WS-1) [(<i>Krishna Belbase</i> , UNICEF)]	Dynasty Pre-function Room
09 30 – 17 00	
Conducting an independent evaluation of public policies: Approaches and tools from evaluation-life experience (WS-2) [Serge Eric Yakeu Djiam]	Galaxy Room
Gender-transformative/feminist indicators and frameworks (WS-3) [The Institute of Social Studies Trust (ISST), India]	Regency Room
Designing and using dashboards: Uttar Pradesh RMNCH+A Dashboards (WS-4) [Gates Foundation, India]	Senate Room
Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (WS-5) [Martha McGuire, with Tessie Catsambas, Hallie Preskill, Pratap Shrestha & David MacCoy]	Crystal Room
How can Organizations conduct Transformational Evaluation of Intervention to address Violence against Women (WS-6) [Institution Builders & Darshana Collective, Mumbai, India]	Viceroy Room
Impact Evaluation - a science and an art (WS-7) [International Initiative for Impact Evaluation]	Durbar Room
Improving evidence uptake and use (WS-8) [International Initiative for Impact Evaluation]	Dynasty Room
17 30 – 19 00 (Side Event)	
Book Launch, UN Women	Durbar Room

Tuesday, 24 November 2015	Venue
Skills Development Workshops and Demonstrations	
09 00 – 10 30	
DEMONSTRATION: Bayesian Spatial-Propensity Score Matching Evaluation of Spatial Average Treatment Effects (DEMO-1) [Rolando Gonzales]	Senate Room
13 30 – 15 00	
DEMONSTRATION: Using DHIS to make performance measurement data useful (DEMO-3) [Martha McGuire & Gillian Kerr]	Senate Room
09 00 – 12 30	
Effective Use of the Logic Model (WS-9) [Barbara Rosenstein]	Viceroy Room
09 00 – 17 00	
Evaluating the impact of water, sanitation and hygiene (WASH) programmes (WS-10) [International Initiative for Impact Evaluation]	Regency Room
Improving Adolescent Lives in South Asia (WS-11) [International Initiative for Impact Evaluation]	Galaxy Room
Impact Evaluation: Theory, Practice, and Decision-Making (WS-12) [CLEAR South Asia]	Durbar Room
Use of IQAS for baseline survey and routine monitoring in health care (WS-13) [Bill & Melinda Gates Foundation, India]	Dynasty Pre-function Room
Impact evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework (WS-14) [University of Toronto & Sambodhi]	Dynasty
Participatory Evaluation (WS-15) [Robert Chambers & Mallika Samaranayake]	Crystal Room
17 30 – 20 30 (Side Event)	
WASH and the Missing Evidence: Generating Evidence for Equitable Development	Regency Room

Wednesday, 25 November 2015

09 30 – 12 30

EvalYear Event at the Legislature – Parliament, Nepal

16 30 – 19 30

Inaugural Ceremony of the Evaluation Conclave, 2015
(Regal Hall - Yak & Yeti Hotel) [Annex 2.1]

19 30

Community of Evaluators – South Asia; Celebratory Dinner
(Regal Hall - Yak & Yeti Hotel)

Thursday, 26 November 2015

Panel Sessions

Keynote Panel 1

09 00 – 10 30 (Venue: Regal I)

Chairperson: Emmanuel Jimenez

New Frontiers for Evaluation

Ms Nancy McPherson, Managing Director – Evaluation, Rockefeller Foundation

Sustainable Development Goals: Implications for Development Evaluation in South Asia

Dr A K Shiva Kumar, Economist and Senior Adviser, UNICEF India

Our Global Evaluation Community: New Possibilities, New Responsibilities

Dr John Gargani, President-elect (2016), American Evaluation Association

11 00 – 12 30

Venue

Embedded Monitoring, Learning and Evaluation in Large Scale Interventions: Going Beyond the Conventional (P-1) [Sambodhi Research & Communications, India]

Durbar Room

The value of synthesised evidence for education effectiveness (P-2) [International Initiative for Impact Evaluation (3ie)]

Dynasty Room

Conducting Impact Evaluations in Post-disaster and other Humanitarian contexts (P-5) [International Initiative for Impact Evaluation – 3ie]

Dynasty Pre-function Room

Collaboration in M&E: An Opportunity to Achieve Better Gender Outcomes (P-17) (Dasra, Mumbai, India)

Regency Room

Impact Evaluations in Varying Situations: Techniques and Challenges (P-25)

Galaxy Room

Does Management Response to Evaluation Enhance the Use of Evaluation? (P-13)

Viceroy Room

Opportunities and Challenges of Peace-building Evaluation: Experiences from South Asia (P-30)

Senate Room

Policy Evaluations: Methodology and Use (P-31)

Regal II Room

Presentations:

- Integrating Gender into the Canadian Federal Government Evaluation Function (*Jane Whynot, University of Ottawa*)
- Evaluation of gender equality policies: Exploring and rethinking quality criteria (*María Bustelo & Julia Espinosa, Complutense University of Madrid, Spain*)
- Evaluation Impact on Decision Makers: Beyond the Lens (*Shanthi Periasamy, Malaysian Evaluation Society*)
- Measuring the impact of entertainment education intervention on behaviour change: Lessons from the Field (*Sona Sharma, Population Foundation of India*)

Keynote Panel 2

13 30 – 15 00 (Venue: Regal I)

Chairperson: Penny Hawkins

Evaluation Capacity Development in the post 2015 era - Why it matters?

Ms Ada Ocampo, Senior Evaluation Specialist, UNICEF HQ

Complexity and Causality - what are we learning?

Dr Jyotsna Puri, Deputy Executive Director, International Initiative for Impact Evaluation (3ie)

Evaluation and Public Sector Management

Ms Farzana Ahmed, Independent Evaluation Department, Asian Development Bank

Evaluation Techniques for Development Schemes

Dr P K Anand, Senior Consultant, NITI Aayog, India

15 30 – 17 00

Venue

Using Measurement to Address Inequities in Access, Use and Quality of HealthCare: Experiences from Bill and Melinda Gates Foundation (BMGF) work in India (P-38)

Durbar Room

Improving Adolescent Lives in South Asia (P-3) [International Initiative for Impact Evaluation (3ie)]

Dynasty Room

Evaluation Capacity Development: Learning from successes and challenges (P-37)

Dynasty Pre-function Room

Presentations:

- Building the Capacity for Evaluation: Phases, Tensions, and Tipping Points in the U.S. Context (*Bianca Montrosse-Moorhead, University of Connecticut, USA*)
- A Critical Ethnography of Impact Evaluation in Development Practice: A Case Study in Pakistan (*Muhammad Rahimuddin, DAI – Innovative Citizen Action Transforming Education in Pakistan*)
- Developing Resilience-Based Evaluation Framework through a Responsive and Constructive approach for Forests and Forest Ecosystems in Nepal (*Ram Chandra Khanal, CoE Nepal*)
- Capturing the Outcomes: Lessons from Implementation of Outcome Mapping as a Monitoring and Planning tool (*Prakash Kafle, CARE Nepal*)
- Evaluation - a Tool for Bettering Human Lives (*I C Awasthi, Giri Institute of Development Studies, Lucknow, India*)

Evaluations that make a difference: What we have learned from around the World (P-8)

Regency Room

Use of evaluation for decision making and policy influence (P-19) [IDRC, Canada]

Galaxy Room

Spotlight on ECD – Different Perceptions on How to Develop Evaluation Capacities Worldwide (P-11)

Viceroy Room

Adolescents: Guides, Methods and Experiences in Evaluation (P-34)

Senate Room

Presentations:

- Looking at Conditional Cash Transfers as Solutions to Enhancing Girls Education: An Analysis from Evaluation Survey in North India (**Priya Nanda, Nitin Datta, & Priya Das**)
- Transformation from Collective to an Individual: Re-looking Monitoring and Evaluation through the Feminist Lens (**Madhu Jagdeeshan & Meena Gopal**)
- A Guide for Evaluating Adolescent Girls Programs: Using a Gender and Equity Lens (**Sonal Zaveri**)
- Equity Focused Development and Globalization: Insights from an Evaluation Study of Child Labour in Glass Industry in India (**K N Bhatt**)

The How and Why of Equity and Gender focused evaluations (P-33)

Regal II Room

Presentations:

- Feminist Approach to Collaborative Evaluation: Innovation for relevance and constructivist learning (**Ratna M. Sudarshan & Shubh Sharma**)
- Integrate Equity and Gender in Evaluation of Education (**Erica Mattellone, Sabine Becker-Thierry, Fabrice Henard**)
- Feminist evaluation – the why and how of it (**Anuradha Rajan**)

17 30 – 19 00 (Side Events)

Book Launch – Evaluation in the Extreme. Research, Impact and Politics in Violently Divided Societies - *Kenneth Bush and Colleen Duggan (Eds)* -IDRC

Durbar Room

Presentation – *The status of national evaluation policies worldwide-* **Barbara Rosenstein**

Regency Room

20 00 – 21 00

CoE South Asia Special General Meeting

Greenwich Village Hotel

Friday, 27 November 2015

Panel Sessions

Keynote Panel 3

09 00 – 10 30 (Venue: Regal 1)

Chairperson: John Gargani

Evaluation in the era of sustainable development

Ms Natalia Kosheleva, EvalPartners Co-Chair

Bridging the gaps between commissioners, practitioners and users of evaluation

Ms Penny Hawkins, Head of Evaluation, Department for International Development (DFID), UK

11 00 – 12 30

Venue

Better understanding and measuring resilience –ensuring coherence across scales, contexts and audiences to support robust lesson-learning for policy and practice (P-29)

Durbar Room

Impact Evaluation in Different Contexts: Choosing Methodologies that Matter (P-32)

Dynasty Room

Presentations:

- Gender sensitive and politically relevant real-world impact evaluations: Lessons from 3ie impact evaluations (*Shagun Sabarwal & Jyotsna Puri, International Initiative for Impact Evaluation*)
- Mixing methods for strengthening impact evaluations (*Shagun Sabarwal & Heather Lanthorn, International Initiative for Impact Evaluation*)
- Saving children's lives from severe acute malnutrition. Findings and lessons from UNICEF's Evaluation of Community Management of Acute Malnutrition (CMAM) (*Krishna Belbase, UNICEF*)

How evaluation can help fight climate change in the People's Republic of China (P-6) [*Children's Investment Fund Foundation*]

Dynasty Pre-function Room

Collaborative Approach to Capacity Development on Evaluation in Nepal (P-28)

Regency Room

The role of evaluations in bridging equities: Experiences from South Asia and beyond (P-16) [*IDRC, Canada*]

Galaxy Room

Engaging Parliamentarians' in evaluation (P-27) [*EvalPartners*]

Regal II Room

Evidence in Policy and Practice: Challenges and Lessons Learned (P-35)

Senate Room

Presentations:

- Fostering a culture of effective M&E systems through data quality audit: a South Asia perspective (*Raju Tamang, International Planned Parenthood Foundation, India*)
- Scaling science: Toward a systemic approach to expanding social action, scientific research, and their consequences (*John Gargani & Robert McLean*)

- Measuring the investment effectiveness for projects towards lasting development outcomes (*Pragyan Bharati, Mathis Wackernagel & Laurel Hanscom, Global Footprint Network*)
- Using the Core Humanitarian Standard to evaluate humanitarian programme quality: one agency's experience (*Vivien Margaret Walden & Peta Sandison, Oxfam GB*)
- Capitalization of lessons learned from the survival yards for disabled people in Burkina Faso, Ghana and Niger (*Serge Eric Yakeu Djiam*)

Strengthening the Utilization focused evaluation approach using a Communication Strategy: Case Studies from Asia (P-15)	Viceroy Room
13 30 – 15 00	Venue
From Evaluation to Scale-up: Role of Evidence in Expanding Bandhan Konnagar “Targeting the Hardcore Poor” program in India (P-23)	Durbar Room
Visions for EvalYouth (P-22)	Dynasty Room
Evaluating programmes for poverty alleviation: what future for the water, sanitation and hygiene (WASH) sector? (P-4)	Regency Room
Innovative Experiments for Evaluation Use and Policies (P-21)	Senate Room
Participative Methodologies for Evaluation: Grassroots to multi-state projects (P-36)	Viceroy Room

Presentations:

- Measuring Corruption in Public Services: Challenges and Lessons Learnt (*Alok Srivastava, CMS, Delhi, India*)
- Monitoring of Local Public Services by Women-Led Grassroots Agencies: A Case Study on the Processes of Women's Political Empowerment at Grassroots Level in Bangladesh (*Abu Said Md. Juel Miah, ActionAid Bangladesh*)
- Improving maternal health in six states of India: Evaluation of a maternal health improvement programme in India (*Aniruddha Brahmachari, Ritesh Laddha & Shailesh Acharya, Oxfam India*)
- Application of Appreciative Inquiry Approach for Mid-Term Evaluation of Grassroots Capacity Building for REDD+ Project (*Ram Chandra Lamichhane & Bishnu Hari Paudel*)

Closing Ceremony

16 00 – 17 00	
Global Evaluation Week Closing Ceremony [Annex 6.1]	Regal Hall

1. The Evaluation Conclave, 2015

1.1. Introduction

The Community of Evaluators – South Asia (CoE-SA) held its 3rd Evaluation Conclave (Evaluation Conclave, 2015) at the Yak and Yeti Hotel in Kathmandu, Nepal from 23 to 27 November, 2015 (both days inclusive). The event was held in collaboration with EvalPartners and Parliamentarians’ Forum. The Evaluation Conclave was a component of the Global Evaluation Week held as a culmination of, and celebrating the International Year of Evaluation (EvalYear).

This is the first time ever that four evaluation communities – regional (represented by the Community of Evaluators - South Asia), global (represented by EvalPartners), policy makers including Parliamentarians from all over the world (represented by Parliamentarians’ Forum) and national [represented by Community of Evaluators, Nepal (CoE Nepal)], met to discuss how to ensure “Evaluation is fit for purpose”.

This Conclave follows two successful Evaluation Conclaves organised by the Community of Evaluators – South Asia in 2010 and in 2013 in New Delhi and in Kathmandu, respectively. The Conclaves have come to be recognized as the flagship event of CoE-SA, and have provided numerous benefits to its members: a chance to network and partner with evaluation societies and experts from across the globe; a platform for evaluators from South Asia to meet each other and share their work, and as an opportunity to build capacity in evaluation theory and practice to ensure that evaluations contribute to changes in policy and practice and that the voices of those affected by the evaluations are heard and respected.

The primary theme for the Conclave, *‘Building bridges: Use of Evaluation for decision making and policy influence’* is to bring state and non-state actors together on the same platform to facilitate transformative changes in policy and practice for developing countries around the world as the world move into post-MDG world. Globally, countries are faced with enormous problems of poverty, inequity, gender violence and conflict, and the need for sustainable development has become more critical than ever. While historically, civil society and donors have largely driven building evaluation skills, state and non-state actors are increasingly recognizing the need to evaluate government- supported national, state and local social sector programmes so that decisions for policy and practice are made on credible evidence.

Importantly, using innovative methods in evaluations has become increasingly important. The outcomes are required to inform strategies and policies in traditional and non-traditional sectors to ensure that they are able to inform use in a credible and relevant manner. The importance of innovative methods is especially recognized in sectors such as education, health, gender violence, water and sanitation, climate change, advocacy and governance. Conclave 2015 was expected to focus on developing and show-casing these methodologies.

Evaluation Conclave 2015 highlighted issues that have underpinned earlier Conclaves and that resonate with the needs of the region and the global community overall. Violence, volatility, conflict and globalization have influenced the context in which evaluations are taking place. The key themes of the Conclave 2015 were **use, participation, equity, and gender**. Some of the key questions addressed are as follows:

- a) How can government, civil society, donors and evaluation fora foster accountability, credibility and transparency? How can donors and implementing partners positively support local, national, or regional and international evaluation policy and practice?
- b) What is the current progress on building skills on evaluation in the government, civil institutions (including grassroots and indigenous civil institutions) and academia? What needs to be strengthened and how?
- c) What should the State's role be in setting standards of evaluation? How can communities of practice help foster these? How can evaluations of state programmes be made more credible and transparent? How can state and non-state actors support building skills on evaluation?
- d) What innovative evaluation methods make them credible, usable and relevant?
- e) What are illustrative evaluations in various sectors such as health systems strengthening, climate change, education, advocacy, water and sanitation, and governance that are relevant, innovative, credible, and promote use?
- f) How can grassroots organizations and citizen movements work with Governments for inclusive, equitable and credible evaluations?
- g) What lessons can the global community provide in multi-stakeholder, complex evaluations? What innovations in evaluation practice are available for learning and sharing?
- h) What are the factors that influence the use of evaluations by decision makers? What can be done to enhance use of evaluations?
- i) How can data be made available and shared for learning? What are the blocks and opportunities available for data sharing? How do we ensure that data systems address gender and other types of inequity around caste, class and other socio-economic divides?
- j) How equitable and gender-sensitive are evaluations in the region? What is the role of feminist evaluation and how can it be integrated in policy review and development? How do we increase accountability from governments and civil society for the most vulnerable groups and ensure evaluation is guided by values of equity and gender responsiveness?

1.2. Structure of the Event

The joint event consisted of three components, as follows:

- Two days of pre-conclave Skills Development Workshops and Skills Demonstrations (on 23-24 November at Yak and Yeti Hotel): These professional workshops focussed on building skills on evaluation methodologies;
- Half-day celebration organized by EvalPartners, CoE-SA, CoE-Nepal and Parliamentarians' Forum in the Parliament of Nepal, launch of the EvalPartner's five-year strategy (forenoon of 25 November 2015 at the Parliament of Nepal) and the inauguration of the Conclave (afternoon of 25 November 2015 at Yak & Yeti Hotel).
- Two days of Panel Sessions (on 26-27 November at Yak and Yeti Hotel) focussing on sharing experiences on evaluations.

The complete agenda is at page 7.

The Call for Contributions was made in April, 2015 (Annex 1.1).

1.3. Participation at the Evaluation Conclave, 2015

Registration for participation in the Evaluation Conclave, 2015 was opened on 8 May, 2015. The Registration Fees are given in Table 1.1.

Table 1.1 – Registration Fees

Participant Category	Pre-Conclave Workshops	Conclave	Attendance at both events
(1) Individuals	USD 275	USD 275	USD 500
(2) Individuals (early-bird registration before 15 June 2015 for both events only)			USD 475
(3) Multilaterals/donors/governments			USD 600
(4) Citizens of Nepal (to be paid locally)			
• Individuals			NPR 20,000
• Students			NPR 15,000
(5) Groups (5 and more - not applicable to Nepalese citizens) (per person)			USD 450
(6) Individuals sponsored by EvalPartners		USD 250	

Concessions to Citizens of Nepal

Based on a request made by CoE Nepal, a concessionary rate for Nepalese citizens was made effective 4 September, 2015. This allowed Nepalese citizens to register for either the pre-conclave workshops (23/24 Nov) or the conclave (26/27 Nov) on a payment of NPR 12,000 per participant per event. Groups of five or more were allowed to register for each component at NPR 10,000 per participant. In addition, students were provided a further concession of NPR 7,500 per student.

Altogether 376 participants from 61 countries attended the Conclave 2015 (Table 1.2). This represents an increase of 21% from the participation at the Conclave 2013.

Table 1.2 – Participation at the Conclave 2015

Afghanistan	1	India	68	Peru	1
Argentina	4	Indonesia	2	Philippines	2
Australia	1	Italy	2	Poland	1
Bahrain	1	Jordan	1	Russia	1
Bangladesh	19	Kenya	2	Rwanda	1
Bhutan	2	Kyrgyzstan	3	Senegal	1
Bolivia	1	Macedonia	1	South Africa	2
Burkina Faso	2	Madagascar	1	Spain	1
Cambodia	7	Malaysia	1	Sri Lanka	8
Cameroon	2	Maldives	4	Sudan	1
Canada	7	Mauritius	2	Switzerland	6
Chile	2	Mexico	2	Thailand	2
China	3	Morocco	2	Uganda	3
Congo, Dem. Repub.	2	Myanmar	1	Ukraine	1
Costa Rica	1	Nepal	150	United Kingdom	11
Cote d'Ivoire	1	Nicaragua	1	USA	12
Ecuador	1	Niger	1	Vietnam	1
Egypt	1	Nigeria	2	Zambia	1
Fiji	1	Pakistan	6	Zimbabwe	1
Gabon	2	Palestine, State of	1		
Germany	4	Paraguay	1	TOTAL	376

1.4. Management of the Evaluation Conclave, 2015

The Evaluation Conclave 2015 was managed by the Secretariat of the CoE SA, hosted by the Institute for Participatory Interaction in Development (IPID), Dehiwala, Sri Lanka. The Secretariat was ably guided by the Governing Board of CoE SA; in addition, the Board appointed six Working Groups to advise the Board on various matters (Annex 1.2 gives the composition of the Working Groups and their responsibilities).

In addition to the Working Groups, the following Steering Committee composed of the Chairs of the Working Groups and the President was formed for easy decision-making:

1. Mallika R Samaranayake (Chair)
2. Sonal Zaveri
3. Gana Pati Ojha
4. Chelladurai Solomon
5. Bhabatosh Nath/Shubh Kumar-Range
6. Khairul Islam/Rituu B Nanda
7. Jyotsna Puri

The main functions of the Steering Committee were:

- Provide general oversight to the Working Groups, and provide a forum for harmonization of all inputs from the Working Groups;
- Facilitate inter-working group relationships;
- Provide guidance and decisions to Working Group work, as required; and
- Provide directions to any other matters germane to the conduct of the Conclave and its associated events.

The Steering Committee met very regularly by skype; the recommendations of the Working Groups/ Steering Committee were ratified by the Board at its monthly meeting.

1.5. Response to the Call for Contributions

In response to the Call for Contributions, the Secretariat received the following Abstracts/Proposals:

Category	Number Received
Skills Development Workshops	19
Demonstrations	3
Panel Presentations	28
Abstracts	40
TOTAL PROPOSALS RECEIVED	90

The Contributions were reviewed by at least two of the Members of the Paper & Panel Review Working Group; largely the review results were consistent. On occasion, there were divergent views, and such cases were recorded separately.

A joint meeting of the Programme Working Group and the Paper & Panel Review Working Group was held in Delhi, India on 5 September 2015 to consider the recommendations of the Paper & Panel Review Working Group. It also considered the few instances where divergent views had been expressed by the Working Group Members.

The joint meeting carefully considered the recommendations of the Paper & Panel Review Working Group; it decided on the final selections based on its judgement of the contents of the proposals. Some workshop proponents were requested to amalgamate workshops to provide focussed skills development opportunities.

The joint meeting also formed six Panels out of the Abstracts received, based on the thematic focus of each Abstract.

The decisions of the joint meeting were conveyed to the proponents in mid-August, 2016. Four selected proponents withdrew at the last moment due to funding difficulties and due to other commitments.

The final Conclave Programme was made up as follows:

Category	Number
Skills Development Workshops	15
Demonstration of Skills	3
Pre-formed Panel Sessions	26
Panel Sessions made up from 30 accepted Abstracts	7
TOTAL APPROVED EVENTS	51

1.6. Event Management

The Board developed the Scope of Work for the Event Manager (Annex 1.3); it then negotiated with two Event Management companies and selected U-Turn Marketing Ltd of Kathmandu for managing the events relating to the Global Evaluation Week.

1.7. Outreach

Outreach work was guided by the Outreach/Social Media Working Group. An informal partnership was made with Sambodhi Research & Communications Pvt. Ltd. Noida, Uttar Pradesh, India to provide outreach support.

The Scope of Work for this task is as follows:

Scope of Work - Outreach through Social Media

- Use of FB, Twitter & LinkedIn managed through Buffer for ensuring regular updates which should contribute to relevance;
- LinkedIn to be used with the goal of accessing professional networks;
- Twitter to be used to publish snippets of information (including reminders, logistics & interesting tidbits about the host city/country, recent developments such as confirmation of participation by any famous personality, links to interesting Eval related articles);
- Facebook to be used to publish short opinion pieces by the SM team, photographs in addition to all the twitter content;
- Fortnightly comments and contributions may be made to relevant eval network sites announcing the conclave; and
- Resuscitate Email listings/groups from the previous conclaves.

Two staff members from Sambodhi Research & Communications Pvt. Ltd covered the outreach work during the Conclave in Kathmandu.

The main aim of the Social Media Group was to publicise the event via different media to maximise participation.

Ms Rituu B Nanda, Co-Chair of the Working Group also provided substantial support on her own to publicise the Conclave and related events.

The Secretariat produced a flyer on the Conclave which was widely distributed at various fora. CoE SA together with CoE Nepal and other partners held two press conferences, as follows:

- Press conference at Yak & Yeti Hotel, Kathmandu on 30 July 2015 attended by Ms Mallika R. Samaranayake, President of Community of Evaluators, South Asia (CoE SA), Dr Gana Pati Ojha, Chairperson, Community of Evaluators-Nepal and Dr Jagadish Pokharel, Former Vice Chair, National Planning Commission;
- Press conference at Yak & Yeti Hotel, Kathmandu on 22 November 2015, graced by Hon. Sherdhan Rai, MP, Minister of Information and Communication Technology, and the Hon. Ananda Pokharel MP, Minister of Culture, Tourism and Civil Aviation. Press briefings were provided by Mr Marco Segone, Co-Chair, EvalPartners, Ms Mallika R. Samaranayake, President of CoE SA, Dr Gana Pati Ojha, Chairperson, CoE-Nepal and Dr Jagadish Pokharel, Former Vice Chair, National Planning Commission.

1.8. Joint Inauguration of the Global Evaluation Week

The Global Evaluation Week was jointly inaugurated by EvalPartners and the Community of Evaluators South Asia at a simple ceremony held in the Regal Hall, Yak & Yeti Hotel at 08 30 h on 23 November 2015.

1.8.1. Welcome from EvalPartners– Ms Natalia Kosheleva (Co-Chair, EvalPartners)

Ms Kosheleva welcomed the delegates on behalf of EvalPartners, and gave an overview of the programmes during the Evalweek. She described the week as a truly historic event to celebrate the international year of evaluations, where thousands of people from all over the world have been celebrating throughout the year. For the first time in the history of evaluations, the event will be celebrated in the Parliament of Nepal. She concluded her welcome by thanking the Government of Nepal for the generous support provided in holding the EvalWeek in Nepal.



1.8.2. Welcome from Nepal - Dr Teertha Raj Dhakal (Joint Secretary, Chief M&E Division, NPC Nepal)

Dr Dhakal welcomed all delegates to the event on behalf of the National Planning Commission (NPC) of the Government of Nepal and the Organising Partners in Nepal. He thanked the EvalPartners and the Community of Evaluators South Asia for selecting Kathmandu to hold the event and for selecting the Legislature Parliament of Nepal for the celebrations.



He emphasised on the importance of evaluations as a useful tool of governance. He stressed the need of partnership among government agencies, Voluntary Organizations of Professional Evaluators (VOPEs) and Development Partners in order to advocate and promote the demand for evaluations, build evaluation

capacities and gradually develop a culture of using evaluation evidences in policy processes. Taking this fact into consideration, the NPC has been working closely with VOPEs and UN agencies developing integrated action plan for 2015 as Global Evaluation Year.

In Nepal, the new Constitution gives credence to an evaluation culture to be nurtured as a policy. Evaluation results will be used to demonstrate differences brought about to the lives of people and translating them into policies and practices to achieve development objectives. Evaluations are crucial to inform, support, measure and examine development initiatives in an independent manner. The Government will facilitate conducting evaluations jointly by the Government and development Partners.

The Government's focus on evaluations is in two areas, viz., policy development and evaluation capacity development. The need to build a cadre of staff to undertake evaluations systematically has been noted by the NPC. In this regard, the series of skills development workshops organised during the week not only will be immensely benefit the evaluation staff in various agencies in Nepal but also to enhance capacities of the professional evaluators in the country.

In conclusion, Dr Dhakal thanked once again the delegates for their presence and invited them to explore the beautiful city of Kathmandu.

1.8.3. Welcome from CoE-SA - Mrs Mallika R Samaranayake (President, Community of Evaluators South Asia)

Mrs Mallika Samaranayake, President, CoE SA, whilst welcoming the delegates, highlighted the use of evaluations in influencing policy. In this regard, there are two parties involved: the Global Evaluation Forum promoting the demand for evidence-based evaluations for policy making, and those that provide the evaluation services. There is currently a gap between these two groups due to inadequate capacity for providing the necessary services. This gap in supply will be largely addressed through capacity development initiatives during the week through the Evaluation Conclave.



Mrs Samaranayake also recalled the difficulties encountered in leading to the holding of the events in Kathmandu. The tragic earthquake was a serious set-back and it took quite some time and consistent follow up with the Government and the other stakeholders in Nepal to be able to convince the organizers about the feasibility of holding the event. The civil disturbances related to the adoption of the new constitution and the fuel shortage experienced even now were other major concerns for those attending the events. However, the Organisers expressed solidarity with the people of Nepal and committed themselves to holding the event in Kathmandu despite these obstacles. Nepal is also a special case in being the first country to initiate a National Parliamentarians' Forum.

She further outlined the activities lined up for the week. The first two days, 23 and 24 November will have 16 Skills Development workshops on a variety of topics; the Conclave will be inaugurated on 25 November, and thereafter on 26 and 27 November, there will be 10 keynote speeches by eminent evaluators and 27 Panel presentations, all of which will be extremely valuable knowledge sharing events.

Mrs Samaranayake recalled the previous CoE SA Evaluation Conclave, also held in Kathmandu in 2013. The panel discussion with three Members of Parliament, Hon. Ananda Pokharel (Nepal), Hon. Kabir Hashim (Sri Lanka) and Hon. Rashed Khan Menon (Bangladesh) was a historic event resulting in the formation of the South Asian Parliamentarian Forum at a later stage. In a lighter vein, Mrs Samaranayake mentioned that all three pioneering parliamentarians are now Ministers holding important portfolios in their respective countries.

The collaborative events in the form of EvalPartners Global Evaluation Forum II and Community of Evaluators South Asia Evaluation Conclave 2015 will therefore address the demand and the supply aspects of promoting evidence-based evaluation for policy influence.

1.8.4. Policy-makers Message - Hon. Kabir Hashim (Chair, Parliamentarians' Forum for Development Evaluation, South Asia & Minister of Minister of Public Enterprise Development, Government of Sri Lanka)



Hon. Hashim expressed his great pleasure of being able to attend this ground-breaking event in Nepal, where for the first time the evaluation community will hold a meeting in a Parliament. He was very pleased that 2015 was declared the Year of Evaluation, and attributed this to the collective work of all those professionals involved in evaluations world-wide.

He also expressed pleasure in seeing over 40 Parliamentarians from different parts of the world attending the event in Kathmandu. It has been a long and slow journey of engaging Parliamentarians in evaluations; thus this attendance is very significant in that slowly but surely the importance of evaluations has been recognised by the politicians. This augurs well for the future as evaluation is proving to be an important tool in policy formulation.

He recalled the Conclave 2013 at which three Members of Parliament, from Nepal (Hon. Ananda Pokharel), Bangladesh (Hon. Rashed Khan Menon) and himself met with the group of people. He acknowledged the recognition given to that meeting by Mr Marco Segone of UNICEF, which catalysed the process of engaging Parliamentarians in evaluation work later on.

Hon. Hashim emphasised on the need for proper attitudes amongst the people to recognise the importance of evaluations. He recalled the recent elections in Sri Lanka where the Government in power was changed due to people's perception of good governance. Good governance and accountability go hand in hand with evaluations.

The culture of evaluations has brought forth the need for a shift in thinking. Previously, the focus was on activities and how the activities were completed; however, evaluation culture has shifted this thinking to focus on results and accountability.

1.8.5. EvalPartners Message - Mr Marco Segone (Director, UN Women Independent Evaluation Office)



Alluding to the previous speeches, Mr Segone highlighted the historical event that will unfold during the week. In three years, EvalPartners has become a truly influential, multi-stakeholder global inclusive partnership. This partnership has brought together Governments from north to south, UN agencies, multi-lateral agencies, academia and the civil society.

In the last several years, there is increasing evidence that governments have accepted evaluations as a pre-requisite for policy determination. The Year of Evaluation has become a global movement encompassing stakeholders at all levels, beginning with the Secretary General of UN. There have been 84 global events to mark the Year of Evaluation; this will culminate with the event in Kathmandu.

This remarkable success has been due to the commitment and continuous engagement of a number of partners. Mr Segone thanked in particular Hon. Ananda Pokharel, the driving force behind organising

the event in Nepal, the Good Governance Committee of Nepal, in particular Hon Sherdan Rai, its previous Chairman, the National Parliamentarians' Forum of Nepal, the National Planning Commission and in particular its previous Chairman, Dr Govinda Raj Pokharel, Dr Teertha Raj Dhakal, Joint Secretary and Chief M&E Division, NPC, Secretary General of the Legislature Parliament of Nepal, Community of Evaluators South Asia, Community of Evaluators, Nepal, the UN agencies in Nepal, and the EvalPartner Management Group. This very strong partnership was instrumental in the progress we see today.

Mr Segone recalled that Heads of States of all nations endorsed the Sustainable Development Goals in New York in September 2015. SDGs will ensure that development will be equitable and sustainable. The evaluation community has an important role to play in ensuring that the SDGs are achieved.

Mr Segone recalled the process that was followed to prepare the Evaluation Agenda 2016-2020. It has taken 14 months of consultations with stakeholders and others, and their views and perspectives were very helpful in finalising this document. The dream is to ensure that this Agenda is accepted by all, and evaluations incorporate social and gender perspectives for informed decision-making.

In conclusion, Mr Segone recorded with gratitude that EvalPartners were able to achieve its 2012 dream; what is left is to achieve its 2015 dream. Towards this end, he asked all present to commit themselves, in their own capacities and roles, as ambassadors for evaluation so that the 2015 dream will be realised.





International Year of Evaluation
Global Evaluation
Partners Global Evaluation
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ators South

International Year of Evaluation
Global Evaluation
EvalPartners Global Evaluation
Community of Evaluators South Asia Eval
Global EvalYear Event at the Legislature Parliament
23 - 27 November 2015; Kathmandu, Nepal

International Year of Evaluation 2015
Global Evaluation Week
Forum II,
Asian Concil
Parliament
Nepal

International Year of Evaluation
Global Evaluation Week
EvalPartners Global Evaluation Forum
of Evaluation South Asia Evaluation
Year Event at the Legislature
23 - 27 November 2015; Kathmandu, Nepal

International Year of Evaluation 2015
Global Evaluation Week
Global Evaluation Forum II,
South Asia Evaluation Conclave 2015
at the Legislature Parliament of Nepal
November 23 - 27, 2015; Kathmandu, Nepal

Forum II,
Global Evaluation Conclave 2015
Legislature Parliament of Nepal
Kathmandu

2015



2. Inauguration of the Evaluation Conclave, 2015

The inauguration of the Evaluation Conclave, 2015 was held from 16 30 to 19 15 h on 25 November 2015 in the Regal Hall of the Yak & Yeti Hotel. Rt. Hon'ble Khadga Prasad Sharma Oli, Prime Minister of the Government of Nepal graced the occasion as the Chief Guest. The Guests of Honour were Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal and Hon. Sherdhan Rai, Minister of Communications and Information Technology, Government of Nepal.

The Conclave was inaugurated by lighting the traditional oil lamp by the Prime Minister amidst chanting of *Swastik* hymns.

The Session was chaired by Mrs Mallika R Samaranayake, President, CoE SA. The Agenda of the Inauguration is at Annex 2.1.

2.1. Welcome

Dr Gana Pati Ojha, President of the Community of Evaluators, Nepal warmly welcomed the Chief Guest, Rt Hon. Prime Minister of Nepal, who found time to be present in spite of his very busy schedule. Given the importance of evaluations in policy formulation and in development initiatives, the presence of the Rt Hon Prime Minister, Hon. Ananda Pokharel and Hon. Sherden Rai underscores the importance accorded by the Government to evaluations and the evaluation community of Nepal. It is re-assuring that the Government and its key agencies have taken note of the importance of evaluations.



Dr Ojha thanked the delegates from around the world for coming to Nepal in spite of the adverse publicity arising from shortage of fuel and sporadic disturbances in some parts of the country. Nepal has a long association with the evaluation community, and the event therefore is of particular importance to Nepal. It is based on the conviction that evaluation contributes to making a difference in the life of people by assessing the relevance of policies, plans, programmes, and processes; providing evidence on how effectively and efficiently they were implemented; what intended and unintended impacts they brought in the lives of the people etc.

It is a historic moment when MDG is ending and new Sustainable Development Goals will come into effect in development arena. This means that things are to be done differently and evaluators have a role to assess the impact of the MDGs and be a part in the overall process of the SDGs. This calls for more learning and sharing of experiences. The event will provide participants an opportunity to take part in sharing and learning. The participants from Nepal will find it very useful as a learning exercise.

Dr Ojha closed the welcome remarks by thanking the dignitaries and the delegates, who were called by the continents, once again for their presence. Nepal is highly encouraged with the decision of overseas participants to attend the Conclave in spite of two unexpected difficult events that Nepal faced and is still facing this year. Nepal considers this as the participants' solidarity with Nepal in its difficult days; he wished for continued solidarity between Nepal and Evaluators around the world, and wished the visitors a pleasant stay in Nepal.

2.2. Introduction to the Conclave

Mrs Mallika R Samaranayake, President, Community of Evaluators South Asia, whilst welcoming the delegates, highlighted the use of evaluations in influencing policy. In this regard, there are two parties involved: the Global Evaluation Forum promoting the demand for evidence-based evaluations for policy making, and those that provide the evaluation services. There is currently a gap between these two groups due to inadequate capacity for providing the necessary services. This gap in supply will be largely addressed through capacity development initiatives during the week through the Evaluation Conclave.



Mrs Samaranayake also recalled the difficulties encountered in lead-up to the holding of the events in Kathmandu. The tragic earthquake was a serious set-back and it took quite some time and consistent follow up with the Government and the other stakeholders in Nepal to be able to convince the organizers about the feasibility of holding the event. The civil disturbances related to the adoption of the new constitution and the fuel shortage experienced even now were other major concerns for those attending the events. However, the Organisers expressed solidarity with the people of Nepal and committed themselves to holding the event in Kathmandu despite these obstacles. Nepal is also a special case in being the first country to initiate a National Parliamentarians' Forum.

She further outlined the activities lined up for the week. The first two days, 23 and 24 November will have 16 Skills Development workshops on a variety of topics; the Conclave will be inaugurated on 25 November, and thereafter on 26 and 27 November, there will be 10 keynote speeches by eminent evaluators and 27 Panel presentations, all of which will be extremely valuable knowledge sharing events.

Mrs Samaranayake recalled the previous CoE SA Evaluation Conclave, also held in Kathmandu in 2013. The developments at that Conclave, notably the initiation of the Parliamentarians' Forum with three Members of Parliament, Hon. Ananda Pokharel (Nepal), Hon. Kabir Hashim (Sri Lanka) and Hon. Rashed Khan Menon (Bangladesh) in a panel discussion. This was a historic event, which resulted in the formation of the South Asian Parliamentarian Forum at a later stage. In a lighter vein, Mrs Samaranayake mentioned that all three pioneering parliamentarians are now Ministers holding important portfolios in their respective countries. The collaborative events in the form of EvalPartners Global Evaluation Forum II and Community of Evaluators South Asia Evaluation Conclave 2015 will therefore address the demand and the supply aspects of promoting evidence based evaluation for policy influence.

2.3. Address by the Chief Guest:

Rt. Hon. Khadga Prasad Sharma Oli, Prime Minister of Nepal

In order to enable the Rt. Hon. Prime Minister to attend an important meeting, his address was advanced.

At the outset, the Rt. Hon Prime Minister expressed his pleasure to attend the meeting, and warmly welcomed all the delegates on behalf of the Government of Nepal. He was particularly pleased to see so many Parliamentarians from different parts of the world.



He singled out Hon. Ananda Pokharel and Hon. Sherden Rai as the driving forces of organising the meeting in Kathmandu despite the difficulties. The Prime Minister acknowledged the importance of evaluations, and indicated that the outcomes of the deliberations at the meeting and other events will be very useful for the Government of Nepal.

The Prime Minister noted that because of the untiring efforts of the Organisers, it has been possible to hold the meeting in Kathmandu, which is still recovering from the aftermath of the earthquake which left over 8,000 dead and some 900,000 houses destroyed. A large number of government buildings have been destroyed; precious historical monuments have been completely destroyed. The issues are compounded by the fuel blockade. As a land-locked country, Nepal is suffering immensely from this. However, people have been resilient, and have borne the brunt of these discomforts and inconveniences very bravely.

The Prime Minister recalled the events leading to the promulgation of the new Constitution. It has been an intensely participatory process which has taken over two years. All segments of the society were consulted; the people were given an opportunity to comment on the draft Constitution, and the suggestions made by the people were considered carefully when the Constitution was finalised. The Constitution has 308 Articles; each Article was discussed, put to vote and passed. In essence, there were opportunities for all segments of the society to be involved in the drafting of the new Constitution. In spite of that, some people in Southern Nepal have shown unhappiness, and these are being addressed.

The new Constitution is a truly 'democratic' Constitution; it brings equality to all. Equal opportunity to all people, equal security, equal rights, gender equality, equality for differently-abled persons, and human rights are all considered very closely in the new Constitution. The Constitution is not for today but for future generations; it also addresses contemporary issues such as global warming and climate change.

The Government of Nepal is committed to the new Constitution; it needs the tools and processes to ensure that development and social work is done in a responsible and in an accountable manner, and that funds are not misused. This is where evaluation becomes important. Discrimination and disparities have been eliminated by drafting a new Constitution. Nepal has 125 ethnic groups and 123 languages or dialects. The diversity is immense, and the Constitution brings equality to all.

The Prime Minister made reference to the meeting held in the Parliament in the morning. He had heard that it was a very successful meeting. He congratulated on embracing the Parliamentarians in evaluations.

In conclusion, he re-iterated his support for evaluation. The country is in a state of rebuilding, and the processes need to be transparent and accountable – thus evaluations become very important. The Parliamentarians Forum is a special nodal point to bring evaluations into the development fora, which is supported by the new Constitution. The Prime Minister urged the delegates to review Nepal's Constitution and provide any feed-back to improve it further.

He wished all success in the deliberations.

2.4. Keynote Address: Evaluating the Sustainable Development in the context of SDGs Mr Marco Segone, Director, UN Women Independent Evaluation Office

At the outset, Mr Segone expressed his pleasure to be able to attend the events in Kathmandu, and in particular the meeting in the Parliament earlier on the day.



Giving an outline of the current scenario, Mr Segone highlighted the fact that the richest 1% of the population owns 40% of the world's wealth, while the poorest 50% of the population owns only 1% of the world's wealth. He also indicated that the world's three richest people own wealth equivalent to the combined GDP of the world's poorest 48 countries. However, 925 million people are still malnourished, and 1 in 3 women will be beaten, raped, abused, or mutilated in their lifetimes. In essence, the poor is suffering the most.

The main aim of our work should be to accord all rights for all human beings everywhere at any time, by prioritizing the most deprived; it is essential to ensure that everybody can enjoy the same rights. This calls for different treatments for different situations.

Mr Segone recalled that several countries have already recognized the importance of equitable development; similarly, international development community too have recognised this. The 2030 Agenda for Sustainable Development Goals has been endorsed by the Heads of States in September, 2015. The development of SDGs has been an inclusive and participatory process (and ownership); SDGs are universal and are applicable to all countries are different from MDGs, which focused on developing countries. Also, SDGs are inter-related; they are comprehensive and integrated covering five Ps, People, Prosperity, Planet, Peace, and Partnership.

The push for a stronger focus on social equity and gender equality in human development is gathering momentum at the international level. The Sustainable Development Goals are led by the principle of "nobody left behind". Social equity and gender equality are both mainstreamed and a stand-alone goal.

Focusing on achieving equitable development results poses important challenges—and opportunities—to the evaluation function. How can one strengthen the capacity of governments, organizations and communities to evaluate the effect of interventions on equitable outcomes for women and marginalized populations? What are the methodological implications in designing, conducting, managing, and using equity-focused and gender-responsive evaluations? The purpose of equity-focused and gender-responsive evaluation should be clear as well as the potential challenges in its promotion and implementation.

In order to address these questions, there is a need for follow-up and review mechanism. A robust, effective, inclusive and transparent follow-up and review framework, operating at the national, regional and global level is required. This calls for country-led evaluations, which then requires strengthening national evaluation capacity. This provides an opportunity and challenge for the evaluation community.

The evaluation community has to address several areas. How would one evaluate equitable development interventions? What are the evaluation questions to assess whether the interventions are relevant and are having an impact in decreasing inequity and in achieving results for the worst-off groups? What are the methodological, political, social and financial implications in designing, conducting, managing and using evaluations responsive to social equity and gender equality? How does one strengthen the capacities of Governments, CSOs and Parliamentarians to evaluate the effect of interventions on equitable outcomes for marginalized populations?

The EvalPartners will address these questions in the months ahead. As a start, it will launch a programme to examine SDGs with an equity and gender lens. At the same time, the priority would be to strengthen the national evaluation capacity. EvalPartners, as a global movement with 84 coordinated local actions would continue to advocate and promote demand and use of evaluation in evidence-based policy making, and position evaluation in the policy arena.

The global evaluation community has to address the challenges discussed above to ensure that evaluation is “fit for purpose” and contributes to the Sustainable Development Goals at global, regional and national level.

In conclusion, Mr Segone recounted events relating to the EvalTorch, which was passed on to the Eval youth group by UN Secretary General. The torch has now come to the last stop – Kathmandu, and it has been a historic moment to launch several initiatives, the Global Parliamentarian Forum for Evaluation, EvalGender+, EvalYouth, EvalSDG, and finally the Global Evaluation Agenda for 2016-2020 at the Parliament of Nepal. In order to make the Evaluation Agenda the real agent of change, Mr Segone’s plea to the audience was to make ourselves ambassadors of evaluation to take the message across the world.

Marco Segone is Director, Independent Evaluation Office, at UN Women; Chair, United Nations Evaluation Group (UNEG), the network of Evaluation Offices of 46 UN agencies; and co-founder and co/chair of EvalPartners, the global partnership for national evaluation capacities. Previously, he was responsible for the decentralized evaluation function as well as the national evaluation capacity development portfolios at the UNICEF Evaluation Office; Regional Chief, Monitoring and Evaluation in the UNICEF Regional Office for Europe and Central Asia; Regional Office for Latin America and the Caribbean; Brazil Country Office, and Niger Country Office. Previously, he worked in international NGOs in Albania, Pakistan, Bangladesh, Thailand and Uganda. He has authored numerous publications including *Evaluation for Equitable Development Results and How to Design and Manage Equity-Focused Evaluations*.

2.5. Keynote Address: Bridges, signposts and milestones for evaluation in the post-2015 development landscape

Dr Colin Kirk - Director, Office of Evaluation, UNICEF

Dr Kirk expressed his great pleasure to be able to revisit Kathmandu after a considerable period of time. This visit brought memories of the novel, *Lost Horizon* by the English writer James Hilton best remembered as the origin of *Shangri La*, a fictional utopian society in the mountains, which was revisited by the main character. In this background, he had the statement, *Lost Horizons?* in the original title of the speech.



Evaluation is a source of evidence for rational decision-making, better programme formulation and developing stronger policies. The MDGs during the last several years provided us with evidence of a better world. It also demonstrated what could be achieved nationally and by the international community. The MDG work also demonstrated a good coordination mechanism, and provided motivation for further work. In essence, it provided the world a development landscape with a well-defined horizon.

In the recent times, we have seen many changes in the development landscape. It has become more complex with the advent of innovations in technology. MDGs provided a common framework for the improved well-being of the people. There are notable improvements to some of the key indicators such as poverty and child mortality. Yet this is unfinished business. As was pointed out in an earlier speech, there are still nearly one billion malnourished people. Even when the MDGs were being addressed, sufficient attention has not been given to environmental issues. The focus has been largely on economic growth and infrastructure development.

In general, there is little evidence of systematic evaluation of achievements of MDGs. Dr Kirk acknowledged that there has been over 200 evaluations carried out under the MDG fund; yet overall, the MDG process was under-evaluated. Thus the MDG 'story' is not fully resolved. Perhaps it is not a lost horizon but a lost opportunity.

Many of these short-comings are now addressed in the new 2030 Global Agenda. It is a comprehensive agenda with 17 Global Goals underpinned by the five Ps, People, Prosperity, Planet, Peace, and Partnership. The new Agenda is a visionary, epic story – a discovery of a truly magnificent landscape of human potential and achievement.

In order to achieve the full potential of SDGs, practical tools are needed. Partnerships and bridging initiatives are needed to connect institutions. Good partnerships will enable us to traverse the long road of SDGs ahead.

Dr Kirk argued that evaluators needed to be connected to statisticians and data handlers more effectively. Much attention has been given in the last several years for measurement of progress of MDGs through regular collection, analyses and publication of data. Regular reports on MDGs provided bulk of this information. In order to achieve SDGs, it is necessary to constantly improve the measurements. Whilst data will provide information on the trends, they will not give an explanation or a direct answer on why the initiatives have succeeded or the drivers of change. Evaluations, on the other hand, will provide this key information, and this is the approach that should be adopted for measuring success in SDGs. Whilst the data will be milestones, evaluations will be signposts. Evaluations will also allow us to look back on the journey that has been accomplished, and will provide guidance for the journey ahead.

In terms of practicality, SDGs offer a challenge. There are 17 Goals, 169 Targets and nearly 300 Indicators. Given such a broad agenda, there is temptation to break this into small units – perhaps examine Goal by Goal. The final need is to explicitly see that the processes are inter-related and that a coordination mechanism is in place. For example, eliminating poverty is multi-faceted – the entire landscape needs to be seen in a wide angle. Equitable growth, ensuring that growth is sustainable respecting environmental systems, building healthy societies, social justice, gender equality are in the agenda 2030. Despite the important role of evaluators, future evaluations will have to not only examine the relevance and alignment with global goals but also integration, coherence and connectivity.

Our commitment for evaluations has to be more robustly demonstrated. Evaluators need to show the leaders, policy-makers and others the importance of evaluations, and should bring credibility and trust into the process. Evaluators need to use milestones and signposts for this purpose.

For SDGs, country-led evaluations need to be mainstreamed. For effective implementation, alliances and partnerships that are able to provide credible evidence for evaluations need to be established. He recalled the axiom 'travel together to travel far'. It is also necessary to look for unfamiliar partnerships. For example, partnerships with the private sector and media will be useful. The evidence presented should be impartial and unbiased – otherwise the credibility will be questioned.

Dr Kirk also called for closer engagement with those who use the evaluations in order to make evaluations more realistic. The landscape has become bigger with a wider horizon. In a transforming world, evaluations also need to be transformed; tools will have to be reviewed, approaches refreshed, and new evaluation skills acquired. In the wider canvas, more attention is needed for coherence and connectivity with focus on better data and complementary data.

In conclusion, Dr Kirk hoped that evaluations will give a springboard to the future, and wished the deliberations of the Conclave a success.

Colin Kirk has been UNICEF's Director of Evaluation since 2011. The Director manages the Evaluation Office at UNICEF's headquarters in New York and, more widely, provides leadership of the evaluation function across UNICEF.

Before joining UNICEF, Colin served as the Director of Evaluation at the African Development Bank (2007-11), based in Tunis; as Head of DFID's Rwanda country office (2004-7), based in Kigali; and as Head of DFID's Evaluation Office (1999-2003) in London and Glasgow. In 2008, he served as Chair of the Evaluation Cooperation Group, the professional network linking the evaluation offices of the various international financial institutions; and was Vice-Chair of the Evaluation Network of the OECD's Development Assistance Committee in 2002. He is currently Vice Chair (Partnerships) of the UN Evaluation Group.

Previously, he served with DFID as a social development specialist, working mainly in South Asia and West Africa. This involved providing operational guidance on poverty analysis and on social dimensions of development including community participation, gender equity and social inclusion. He worked for several years in Sri Lanka and India and for shorter periods in Nepal and Bangladesh.

Colin graduated from the University of Cambridge in the UK and completed an MPhil at the University of Colombo in Sri Lanka. In 1989, he was awarded a DPhil in social anthropology at the University of Sussex, based on fieldwork in Sri Lanka.

2.6. Keynote Address: Monitoring and Evaluation work of the National Planning Commission of Nepal Dr Yuba Raj Khatiwada, Vice Chair, National Planning Commission, Nepal

Dr Yuba Raj Khatiwada welcomed the participants on behalf of the National Planning Commission (NPC), Government of Nepal as a co-host of the event. He expressed his immense pleasure for the opportunity to address such an august gathering.



Dr Khatiwada emphasised the importance of monitoring and evaluation in translating the policies into practice and achieve the outcomes of development interventions. Evaluations have been crucial for evidence-based decisions, maximizing the value for money, learning lessons from past experiences, and also ensuring accountability in development management.

Recounting the work in Nepal, Dr Khatiwada stated that planned development efforts started since 1956, but realization on the importance of institutionalizing the M&E system in the development planning and implementation processes was realized in late 1980s. Since then, various efforts have been made to build a robust M&E system and its effective implementation. Presently, M&E frameworks are developed and separate M&E units are created in the NPC, Ministry of Finance, Office of the Prime Minister and Council of Ministers, and in key development ministries in Nepal. Such arrangement is a key turning point in the institutionalization process of M&E in the country.

He then referred to the work of the NPC, which annually selects some projects whether completed or on-going for evaluation and facilitates the evaluation process hiring independent evaluators through competitive bidding processes. The reports of evaluation studies are disseminated to a broad range of stakeholders who are encouraged to implement the recommendations and provide a management response plans. Moreover, the NPC also monitors the implementation performance of evaluation recommendations.

Dr Khatiwada submitted that in order to improve the quality of evaluations, robust and scientific evaluation methodologies have to be applied, capacities of evaluation staff should be enhanced, and the physical facilities at all levels strengthened. Considering these needs, the NPC has focused on building evaluation capacities at national, regional and district levels through training and networking of evaluation facilitators and evaluators. NPC also signed a Memorandum of Understanding with the International Initiative for Impact Evaluation (3ie) to support in Nepal's efforts of building evaluation capacities and conducting rigorous impact evaluations of selected development interventions.

He hoped that the Conclave will provide an opportunity to share Nepal's experiences, learn from each other and resolve the issues that Nepal is facing in the course of making evaluations effective, result-based and

practical. He wished that the conclave will generate and accumulate broad-based wisdom applicable in future evaluations and making them effective as well as efficient.

Year 2015 is the last year of MDG implementation. Evaluation of MDG goals and targets set by Nepal has indicated that this country successfully implemented MDG declaration and achieved significant improvement in poverty reduction, universal primary education, gender equality, reducing child and maternal mortalities and combating major diseases like HIV, TB and Malaria. However, the MDG implementation has left some unfinished agenda that will be addressed by the Sustainable Development Goals - 2016-2030.

Dr Khatiwada commented that the SDGs are comprehensive and seem somewhat ambitious goals to be realized by 2030. In order to achieve the novel goals and targets of SDGs, substantial investment through public and private sector is needed. At the same time, there is a need to closely monitor the performance and evaluate the results of each goal and indicator.

The SDGs monitoring and evaluation demands disaggregated data by gender, social groups, geographic and administrative regions and income quantile. Importantly, it demands intra-household data on pertaining skill among household member, earning, consumption, decision making, mobility and happiness. Nepal does not have prudent knowledge and skills, technology and good practices in generating, storing, analyzing and utilizing such intra-household data for monitoring and evaluation of SDGs onwards 2016. He hoped that this august gathering will come up with practical recommendations for generation of required disaggregated data for monitoring and evaluation of SDGs implementation.

Evidence-based decision making has been proven as an important means for development management. In most instances, evaluations generate evidence. Inculcating a culture of using evidences in policy and decision-making will bring the government closer to the people. Such a partnership will enable people's voices to be heard, maintain value for money, and provide excellent results for development interventions. There thus is a need to develop a culture of using evaluation evidences in decision-making.

Dr Khatiwada closed his remarks by once again welcoming the delegates, and wished their stay productive both in discussing and coming up with new knowledge on the discourse of evaluation and also exploring beautiful Nepal.

Dr Yuba Raj Khatiwada is the Vice Chairman of the National Planning Commission, Government of Nepal; in fact serving the second term. Previously he was the Governor of the Nepal Rastra Bank.

He served as the Senior Economist in UNDP Regional Centre based in Colombo and served several countries of Asia Pacific including Mongolia, Bhutan, Bangladesh, Lao, Nepal, Sri Lanka, Vanuatu, and Maldives in preparing MDG-based development strategies and supported several countries in formulating pro-poor macroeconomic policies.

2.7. Keynote Address: Becoming a global evaluator

Mr Robert McLean, IDRC, Canada

Mr McLean thanked the Community of Evaluators - South Asia for inviting him to the event; he recalled his work with CoE spanning several years culminating with the formidable task of preparing for this historic meeting of minds, of Nepal, of South Asia and the world. He was extremely pleased at the quality of the draw of participants this Conclave has achieved. He offered the congratulations of IDRC in Ottawa and its regional offices.



He recalled the tradition of collaboration of Canada's International Development Research Centre over the last 'happy' 40 years with South Asia, in particular in the field of evaluation.

Originally, it was a small grant awarded some seven years ago that formalized discussions between pre-existing national associations of evaluators and evaluators from the region, to support the official creation of a regional evaluation association. The resulting organization, the Community of Evaluators - South Asia, would aim to enhance and promote the theory and practice of evaluation across South Asia. The creation of new knowledge about the theory and practice of evaluation, capacity building for evaluation and evaluation uptake, advocacy and networking, and the professionalization of evaluation were the goals set out by the CoE SA. The IDRC was a proud partner in funding this effort. Since then CoE SA has come a long way.

Mr McLean highlighted the opportunities afforded by this forum, to share, and to learn, with high calibre colleagues. It provides windows to improve the ways development work is being carried out and the ways programmes are implemented and managed. He quoted Charles Darwin, *it is not the biggest or strongest that survive, but those who are most able to change*. If Darwin were a 21st century evaluator, he might say that programmes and policies do not succeed because of their size, but because of their ability to react to the environment they exist in – with robust evaluation evidence. In this regard, sharing the Canadian experiences in the design and management of a National Evaluation Policy would be apt.

For years the Government of Canada has managed its federal evaluation function under a policy of one form or another. In 2009, however, the Government implemented its most robust and comprehensive Evaluation Policy to date. The objective of this policy is to create a fulsome and reliable base of evaluation evidence that is used to support policy and programme improvement, expenditure management, Cabinet decision-making, and public reporting. The design and the true spirit of the policy are reflected in the following:

- It is housed at, and therefore enforcement is owned by, the Canadian Treasury Board which enables linking evaluation and evaluation policy to budgetary processes;
- It implies that evaluations cover 100% of federal spending, and do so on a 5-year rolling cycle.
- It requires that a certain set of issues are addressed in every evaluation. This will provide clear, consistent, and accessible information back to departmental heads and ministers.
- The policy includes clear direction for post-evaluation activities, including the requirement of a management response and action plan – a document created by the programme, dictating clear activities and timelines for how it will respond to each evaluation recommendation.

Mr McLean then elaborated on a spill-over effect of this programme. Although the programme is essentially for the Government, this policy has found, through a multitude of mechanisms both purposeful and not, its way into the evaluations of civil society organizations well beyond the government agencies¹.

Overall, this programme is working well, and has helped the government-wide evaluation function play a more prominent role in supporting Expenditure Management Systems. The policy also supported uses such as programme and policy improvement, accountability, and public reporting. However, on critical reflection of the past, there are areas for improvement.

In summary, Mr McLean presented two scenarios:

- Evaluation policies, even at the highest level, are positive developments for practice and for the profession. They encourage systematic and structured evaluations, and sharpen the focus, engender core values, and contribute to improved evaluation capacity.
- Notwithstanding the multitude of benefits a policy can create, challenges are lurking just beneath the surface. There are very real trade-offs implicit when the field is systematized with rules and guidance.

1 Further details are found at <<http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/ae-ve/cee/orp/2015/e09poe-epse09-eng.asp>>

In North America, there is an Indigenous Peoples proverb which tells us: *If you chase two rabbits, you will lose them both*. In this context, it is necessary to be mindful of the trade-off between structure and innovation, and rigour and imagination. Ideally, opportunities should be explored to seek interactions between the two in evaluation practice. The point of overt realization of this challenge is incredibly important.

In conclusion, Mr McLean urged the audience to find the most apt solutions to suit the particular situations where we and our organizations are. *We may not control the wind, but we can adjust our sails*.

Robert McLean works in the Policy and Evaluation office of Canada's International Development Research Centre (IDRC) and is the current and final coordinator of the IDRC's evaluation field-building program in South Asia. This work has supported the Community of Evaluators, South Asia with a view to facilitating the evolution of evaluation theory and practice in the region.

Rob is cross-appointed as a Lead Evaluator at the Canadian Institutes of Health Research. He has published in multiple health sciences and evaluation books and journals. He has conducted evaluations for commissioners ranging from large international institutions to First Nations

groups in isolated regions of Canada. He has managed education programs in Uganda and South Africa, and has conducted research for the Reserve Bank of India. Rob has completed degrees through the University of Manchester, UK; the University of KwaZulu-Natal, SA; and, Carleton University, Canada.

2.8. Inaugural Address: Inclusive rigour for complexity

Dr Robert Chambers, Institute of Development Studies, University of Sussex, England

Dr Robert Chambers expressed his gratitude for the opportunity to participate in the Conclave, and thanked the President, Mrs Mallika Samaranayake for inviting him. He was also grateful for being given the opportunity to talk on a topic about which he was passionate.



At the outset he declared that he has a bias towards participation, and that in the past he had quite often turned out to be wrong in his views. Whatever he said should be reviewed critically. We have all to make our own best judgments in the light of evidence.

This is a brilliant time to be alive as a development professional. First, the rate of change in every sphere is accelerating. This applies to the conditions experienced by poor people, and their awareness and priorities, presenting a daunting challenge to be in touch with them and up-to-date with their realities. Second, the SDGs provide a new context and refocus development on those who are worst off and most marginalised, with 'leave no one behind'. Third, there is an explosion of innovation with participatory methodologies which opens up new potentials, though most development professionals seem to be unaware of this.

Dr Chambers cited an example from Nepal where a recent rural reality check in the west had found that people's priorities were not what had been supposed. They were less to achieve sustainable livelihoods where they were, and more to be able to migrate and work in other countries. Evaluations need to be informed by people's realities and not just predesigned at a distance.

He then provided a commentary on evaluation methodologies. Using the word paradigm to cover concepts, principles and values, methods and processes, behaviours and attitudes, relationships and mind-sets, all these taken together and reinforcing each other, two paradigms could be seen to separate out: a paradigm of things and the physical world, which can be called Newtonian, and a paradigm of people and social aspects, of complexity and adaptive pluralism. In recent times some evaluators have explored the inclusive complexity paradigm of people and social aspects, while there has been a strong, almost magnetic, push and pull towards the preset reductionism of Newtonian approaches using and emphasising logframes, value for

money, Results-Based Management, Theory of Change, and at the extreme Payment by Results, all these in contradiction with the unpredictability and emergence found in conditions of complexity. There is a tension here between inclusive evaluation which accommodates the unforeseen and unexpected, and the rigidities of frameworks preset by the demands and perceptions of donors and the procedures they require. A full, inclusive and truthful evaluation is then often ruled out by the power of the money of donors.

Dr Chambers then explained the main theme of his presentation – inclusive rigour. Rigour can be reductionist or inclusive. Reductionist rigour is Newtonian, while inclusive rigour goes with complexity. To learn about and understand conditions of complexity, emergence, nonlinearity and unpredictability, the inclusive rigour of mixed methods has been a step in the right direction. But it leaves further to go. Canons of inclusive rigour for research and evaluation for complexity include eclectic methodological pluralism; improvisation and innovation; adaptive iteration; triangulation; plural perspectives; optimal ignorance and appropriate imprecision; and being open, alert and inquisitive.

Inclusive rigour is inherent in participatory methods and approaches, visualisations, group-visual synergy, the democracy of the ground and participatory statistics. We need to be cognizant of whose theory of change we want to explore. Transparent reflexivity, personal behaviour and attitudes, and good facilitation are fundamental. Fully inclusive rigour for complexity demands personal, institutional and professional revolutions. It is also important to collect only the essential data. Interactions are also important for reality checks. Researchers can obtain interesting and important insights by living with communities.

Inclusive rigour involves critical reflection on one's own biases and the biases which come out of the processes in which evaluators engage. These are important for rigour in evaluations. Dr Chambers referred to the World Development Report 2015; the writers were challenged to include a short final chapter with their self-critical reflections on their own biases in selecting evidence and writing the Report. But they failed to do so. Critical reflections by evaluators on their biases and predispositions and how these have influenced their choices of method and interpretation of data, far from weakening an evaluation, can add to its credibility.

He went on to give examples to support his arguments. For example, on rigour, sitting on the ground ('democracy on the ground') is a good leveller, reducing the tendency for some people to dominate in a discussion. Another example is the use of visuals. Evaluators do not facilitate participatory visuals nearly enough to enable people to express and discuss relevant realities. Visuals are powerful tools and neglected in the mainstreams of evaluation.

Another important consideration in inclusive rigour is good facilitation. This should ensure cross checking between members of a group. Depending on circumstances, a good facilitator will be ready to open up a discussion, and then gradually withdraw allowing participants to continue largely on their own.

Developing appropriate evaluation methodologies is also important. In Bangladesh a programme had 132 Indicators of social change generated in participatory processes and evaluated by people themselves in groups every year. Outside consultants thought the number excessive but people did not have a problem. They were their indicators, they learnt from their assessments, and found the process useful. In another example, from Vietnam, a participatory process led to changing the theory of change half-way through the project. For such realism and relevance can be achieved through inclusive participation of stakeholders.

Dr Chambers made three appeals to the audience:

1. To recognise that developing an appropriate participatory methodology for an evaluation takes time: methodologies need to be tailor-made for each context. Allocate funds and time for this. Do not rush it.

2. To invest time in finding, training and mentoring good facilitators for participatory evaluation work, stressing behaviour, attitudes and relationships.
3. To explore the potentials of statistics generated through participatory processes.

In support of these pleas, he cited examples from countries where people have been empowered to identify indicators and generate statistics. In Rwanda participatory methods had been used to generate national statistics. For such exercises high quality facilitators are essential.

In conclusion, he pointed out that participatory evaluations have much to recommend them: through their participation, people can contribute a grounded realism and relevance, and evaluations can become a force for social justice. People are capable of much more than many professionals are inclined to believe. Inclusiveness and participation are powerful means of enhancing rigour for complexity. With this in mind, Dr Chambers closed his remarks in the spirit of President Obama's tagline, 'Yes We Can', to say of people's participation in evaluations as 'Yes they can'.

Robert Chambers (Institute of Development Studies University of Sussex - UK) has been an influential scholar and writer in international development studies since the 1980s. For the last 45 years he has been a researcher at the Institute of Development Studies, based at the University of Sussex in England. He became a leading figure in the field of development management already in the 1970s, publishing on the management of land settlement schemes and rural development management more broadly.

Robert has a background in biology, history and public administration. Increasingly he tries to combine research, writing, networking and activism. His current concerns and passions include professional biases and blind spots, power, trends in aid management, the personal dimension in development, participatory methodologies, sanitation and stunting, and Community-Led Total Sanitation.

He popularized 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. He will co-facilitate a workshop on Participatory Evaluation and deliver a Key Note Address at the Inauguration of the CoE SA Evaluation Conclave 2015

2.9. Book Launch

Evaluation in the Extreme. Research, Impact and Politics in Violently Divided Societies. *Kenneth Bush and Colleen Duggan*, (Eds) Published by SAGE Books India and IDRC Books, September 2015

Mr Robert McLean (IDRC) introduced the latest book published by IDRC, edited by Kenneth Bush and Colleen Duggan. Unfortunately Colleen Duggan was unable to be present due to other commitments. The book examines the use of funding for research and evaluation in and on violently divided societies through a series of case studies. The book also demonstrates the intellectual partnership between IDRC and CoE South Asia as evidenced by the contribution of Dr Sonal Zaveri to the book.

There are many actors in evaluations: researchers, evaluators, donors, and practitioners etc. However, they have a tendency to work in silos. IDRC was interested in developing a more meaningful dialogue between these groups, particularly in the countries affected by deep violence. The book opens up the dialogue by bringing together the political, technical, and methodological sensitivities and capacities of these groups into an exploration of the positive and negative role that research and evaluation might have in settings affected by armed conflict, political unrest and social violence.

Copies of the book were presented to the dignitaries present.

2.10. Vote of Thanks

Dr Sonal Zaveri, Secretary, CoE South Asia

Dr Sonal Zaveri, proposing the Vote of Thanks on behalf of the Community of Evaluators South Asia, expressed great respect to the Rt. Honourable Prime Minister of the Federal Republic of Nepal for his gracious presence and for the commitment to, and deep understanding of, evaluation. The wholehearted and steadfast support for this event from the Government of Nepal – the National Planning Commission, National Parliamentarian’s Forum of Nepal and the Good Governance and Monitoring Committee were sincerely acknowledged.



The Community of Evaluators South Asia is a young association; it was indeed heartening to see at the third Conclave so many eminent thought leaders from around the world. She profusely thanked Dr Robert Chambers for his inspirational inaugural address and for bringing out a subject of much topical interest.

The Community of Evaluators South Asia is very grateful for the keynote addresses presented: Dr Colin Kirk for his insightful comments about the role of evaluation as we go forward towards the SDGs; Mr Robert McLean and IDRC for their vision that laid the foundations for COE and for the commitment of IDRC in evaluation field building; Mr Marco Segone for expressing EvalPartners abiding faith to collaborate with us; and Dr Yuba Raj Khatiwada for his thoughtful comments and insights.

Dr Zaveri also acknowledged the donors and partners their unstinted support and generous contributions, without which the Conclave would not have been possible. The Rockefeller Foundation and UKAid have been very generous. Others who supported the event include Oxfam, Bill and Melinda Gates Foundation, CLEAR/JPal, WSSCC and 3ie.

The support of the UN system, particularly the one in Nepal – UNDP, UNICEF and UN Women for their commitment to sponsor Nepali participants to this Conclave was gratefully acknowledged.

The commitment and hard work of the CoE South Asia Governing Board and its Working Groups and the untiring efforts of CoE Nepal and its Board have contributed very much towards the success of holding this event.

It has been possible to organize the event because of the enthusiasm shown by the Panellists; the conductors of Skills Development Workshops; and the participants.

In conclusion, Dr Zaveri made a compliment to all those for the warmth and hospitality of Nepal in spite of the difficulties; the gracious attention by Yak and Yeti Hotel, and the splendid job done by the Event Manager, U-Turn Marketing Ltd.

2.11. Celebratory Dinner

The inauguration was closed with a celebratory dinner in the Regal Hall of Yak & Yeti Hotel, attended by dignitaries and the participants.



City of Evaluators South &
Annual Year Event at
23 - 27 November

Global
EvalPartners Global
City of Evaluators South
&
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23 - 27 November 2015

South Asia Evaluation
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November 2015; Kathmandu

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City of Evaluators
South Asia

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November 20

3. Keynote Addresses

Keynote addresses were organised into three Panels and held on 26 November (two Panels) and 27 November (one Panel).

3.1 Keynote Panel 1 (09 00 – 10 30 h; 26 November 2015)

Moderator: Dr Emmanuel Jimenez (Executive Director, International Initiative for Impact Evaluation)

Panellists: Ms Nancy MacPherson (Managing Director, Evaluation, Rockefeller Foundation)
Dr A K Shiv Kumar (Economist and Senior Adviser, UNICEF India)

Dr John Gargani (President and Founder of Gargani + Company, Inc., USA; President elect 2016, American Evaluation Association)

3.1.1. Opening Remarks by Dr Emmanuel Jimenez

Mr Jimenez thanked the Community of Evaluators South Asia for inviting him to the meeting, and to moderate the first Keynote Panel. The theme, *Building Bridges*, presents a very interesting consideration. The bridges are usually between the evaluators and others; however, it would be necessary to build bridges between evaluators.

He then introduced the Panel.



Emmanuel (Manny) Jimenez is the Executive Director of the International Initiative on Impact Evaluation (3ie). He came to 3ie early in 2015 after many years at the World Bank Group where he provided technical expertise and strategic leadership in a number of research and operational positions including as director of the bank's operational programme in human development in its Asia regions from 2000-2012. Before joining the bank, Dr Jimenez was on the economics faculty at the University of Western Ontario in London, Canada. He received his Ph.D. from Brown University.

3.1.2. Keynote Speech - Ms Nancy MacPherson

New Frontiers for Evaluation:

Evaluation in a market-led globalized world – will our profession rise to the challenge?

At the outset, Ms Nancy MacPherson congratulated the organisation of the Conclave, and expressed her pleasure in seeing such a large and growing community of evaluators together. Rockefeller Foundation is pleased to be associated with the event; it is also pleasing to note the growth of CoE South Asia, and the support extended to it.



Evaluations are founded on the belief that it would influence and support the development agenda, and that evaluation agendas will be driven by nationally-led initiatives. To achieve this, we need to ensure that the necessary capacity is in place. Evaluators must lead, and not follow.

The evaluation profession is challenging, and Ms McPherson proposed three messages, viz., evaluate beyond aid, embrace new spaces and innovations, and ensure that evaluation as a leadership and influencing agenda, rather than a technocratic agenda of better tools and rigour.

Drawing from the Rockefeller Foundation and partners' ongoing work in evaluating impact investing, resilience and inclusive economies, Ms McPherson explored the implications, challenges and opportunities of the new and not-so-new drivers of development beyond aid, including the new players and financing instruments that are increasingly seen as influential in shaping development decisions and resource allocations. The development landscape is rapidly changing and there is an increasing perception that evaluation is not keeping up, let alone leading.

Evaluators need to provide proactive leadership in order to influence the development agenda. Too often, we are pre-occupied with tools and methods – these are quintessential, but will not provide the leadership that is needed from evaluations. She expressed her worry that the evaluators may fail to position themselves to lead and generate evidence on drivers of change that are evident today.

The data that are generated from evaluations are very important to the practitioners. The evaluators know that data very well. The evaluators should be the stewards of data and knowledge; they should be curating, promoting and discussing about the data rather than simply handing over to the agency which contracted the work. If those agencies do not share them, the mandate of sharing and learning from the data should be devolved with the evaluators.

In conclusion, Ms McPherson provoked the audience to be more responsive to provide the leadership in evaluation, rather than as a follower.

Nancy MacPherson is currently the Managing Director for Evaluation at the Rockefeller Foundation based in New York. Responsible for setting up and managing the Foundation-wide evaluation function and standards for the Foundation at program and grant portfolio levels, Nancy joined the Foundation in 2008 following extensive experience in development evaluation in Asia and Africa with international development organizations, the United Nations, multilateral and bilateral agencies. She set up and managed IUCN's Program and Project Evaluation System and Performance Assessment System, IUCN's Results Based Management System, served as Special Advisor to the IUCN Director General on Performance Assessment, and has played a key role in the establishment and nurturing of a number of global and regional development evaluation professional associations, and networks, notably, the International Development Evaluation Association (IDEAS) and the African Evaluation Association (AfrEA). Nancy was a member of the teaching faculty at the World Bank's summer International Program for Development Evaluation Training (IPDET) from 2001-2011.

3.1.3. Keynote Speech - Dr A K Shiv Kumar **Sustainable Development Goals: Implications for Development Evaluation in South Asia**

Dr A K Shiv Kumar, recounting some of the statements on SDGs presented during the inauguration, made three remarks for the attention of the audience. We have been reminded of the world as it features today in the backdrop of SDGs; we have been made aware of the challenges posed by SDGs; and focus on objectivity challenge in evaluation. SDGs offer an exciting opportunity to be applied in development. SDGs give us an indication where we are at the end of MDGs. Some MDGs have been realised; some are partially realised. There are three outcomes to be recognised in these efforts.



- Globalisation – The world today is better connected; there are new medical innovations, and people are better informed. However, the reality is that there is a growing disillusionment with globalisation. Development strategies have not resulted in adequately enhancing people’s capacities and freedoms. Human rights violations continue in both conflict areas as well as in non-conflict areas. SDGs have recognised these.
- Economic growth is expected to be accompanied by increasing security of the lives of people. Unfortunately the indicators show otherwise. Economic insecurity is increasing; unemployment of youth is increasing in both developed and developing world. We are far from universal health standards. The IPCC reports indicate that there is increasing environmental insecurity. Despite economic growth, governments have done very little to make people’s lives secure from the threats already described. Resilience of people is not demonstrated. In this regard, SDGs have recognised that growth has to be sustainable and inclusive.
- Governance is becoming extremely complex and increasingly difficult as people are demanding accountability from the Governments. This is indeed a very positive development. Media has played a significant role in enabling this. For example, because of television in India, the ‘other half now knows how the better half lives’.
Visuals of the affluence of the few juxtaposed against the deprivation of millions bring about discontent. People are increasingly becoming aware of their rights and entitlements, as enshrined in the constitutions. Accountability is being demanded by the people. Private complaints are becoming public discontent often requiring the state to respond.

Looking ahead, the following needs to be recognised:

- Economic growth is important but we should ask growth of what? Economic growth itself is unlikely to deliver the desired results;
- We should be deeply concerned about the growing inequity. Some of the SDGs cannot be achieved if inequality persists. Public displeasure will rise;
- Development evaluation will have to play an even more important role in shaping the future policies, and should be firmly grounded in recognition of human rights and ethics.

Dr Shiv Kumar then dealt with the challenges of SDGs. The SDGs are broad and comprehensive. MDGs were easier to achieve because they were narrow. SDGs are more complicated; growth needs to be sustainable; violence against women and children needs to be prevented. The situation becomes even more complex as SDGs are now left for the nations. Secondly, the governments will have to commit themselves to equity-focussed and gender responsive evaluations. This needs political commitment, and the political structures have to be more sensitive to the needs of the poor. Thus the state has an obligation to deliver SDGs. This then requires funds, and it is likely that public sector funding may not be adequate. Time is therefore opportune to garner private sector funding and partnerships for implementation of programmes to support SDGs. Thirdly, evaluation by its own nature is a political exercise, particularly when responding to the people. People are anxious on accountability, and will want to know whether the government programmes have benefitted them.

Dr A K Shiva Kumar (Economist and Senior Adviser, UNICEF India) is a development economist and an evaluator who works on issues related to human development - poverty, health, nutrition, basic education, and the rights of women and children. He has served as a senior policy advisor to UNICEF India and as the Director of the International Centre for Human Development in New Delhi, India. He is a Co-Chair of the Know Violence in Childhood – a global learning initiative that is synthesizing evidence to advocate for ending violence.

Shiva Kumar was a founding board member of the International Development Evaluation Association (IDEAS) and has undertaken several evaluation assignments for IDRC, IFAD, the Rockefeller Foundation, UNDP, UNICEF and other agencies. He has been a regular contributor to UNDP’s Human Development Reports and National Human Development Reports.

He has also been a member of several high level committees of the Government of India including the National Advisory Council and has been associated with the formulation of social policies and legislation in India. He has served on the Governing Council of the Centre for Science and Environment, the Public Health Foundation of India and the International Center for Research on Women. Shiva Kumar is a Visiting Professor at the Ashoka University, Indian School of Business, and Harvard's Kennedy School of Government where he teaches economics and public policy. Shiva Kumar has a Master's degree in Economics from the Bangalore University, Post-Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad, and Master's in Public Administration and a Ph D in Political Economy and Government, both from the Harvard University.

3.1.4. Keynote Speech - Dr John Gargani

Our Global Evaluation Community: New Possibilities, New Responsibilities

At the outset, Dr Gargani thanked the Community of Evaluators South Asia for the warm invitation and encouragement to participate in the Conclave; he expressed his great pleasure having been able to meet and network with a large number of eminent people, who are formidable 'bridge builders' in the context of the theme of the Conclave.



Dr Gargani posed the question on the global context of evaluations, and how people see the entire global perspectives in their work. It is sometime difficult to identify the 'Global We'. The SDGs have challenged us to respond to all the goals, in a global situation. Given the scope of SDGs and the situations in the world today, this poses a tremendous challenge. The evaluators will need to push themselves to the brink – perhaps to an uncomfortable zone.

Evaluators are often times not recognised. The professional identify is not known to many. In this context, evaluations take a new facet.

In the world of evaluation, context is the king. Local values, cultures, and environments are the most important factors that shape our practice. At the same time, our profession has grown across national borders and cultures. In our interconnected world, professional training, organizational membership, and communities or practice extend well beyond our local contexts. This presents us with an opportunity worth seizing—increasing our collective impact through global collaboration. It also raises concerns.

Dr Gargani then posed several questions to the audience. How do we serve local contexts as a global community? Should our global community be planned, or should it grow organically from our local realities? How can we ensure the participation of all, increase the quality of our work, and maximize the good that evaluation accomplishes?

The answers to these questions are not easy to come by. Dr Gargani provided some preliminary answers to these questions for further thought and discussion.

John Gargani was recently elected the 2016 President of the American Evaluation Association. He is President and Founder of Gargani + Company, Inc., a program design and evaluation firm located in Berkeley, California. When he is not helping nonprofit organizations, foundations, corporations, and government agencies achieve their social missions, he is writing about evaluation, sharing his thoughts at EvalBlog.com, teaching graduate classes on social entrepreneurship and program design, speaking at conferences around the world, and conducting workshops to train the next generation of evaluators. Over the past 20 years, his work has taken him to diverse settings, including public housing projects, museums, countries adopting free market economies, and 19th century sailing ships. He has designed innovative social enterprises; directed large-scale randomized trials; and created novel technologies that measure how people think. He holds a Ph.D. in Education from the University of California at Berkeley, where he studied measurement and evaluation; an M.S. in Statistics from New York University's Stern School of Business; and an M.B.A. from the University of Pennsylvania's Wharton School of Business.

3.2 Keynote Panel 2 (13 30 – 15 00 h; 26 November 2015)

Moderator:	Ms Penny Hawkins , Head of Evaluation, Department for International Development (DFID), UK
	Ms Ada Ocampo , Senior Evaluation Specialist , UNICEF HQ, New York
	Dr Jyotsna Puri , Deputy Executive Director, International Initiative for Impact Evaluation (3ie)
Panellists:	Ms Farzana Ahmed , Lead Evaluation Specialist, Independent Evaluation Department, Asian Development Bank
	Dr P K Anand , Senior Consultant, NITI Aayog, India

3.2.1. Opening Remarks by Ms Penny Hawkins

Ms Hawkins congratulated the organisers for arranging such a rich Conclave, and for getting together very eminent persons involved in evaluations. She expressed her pleasure to be able to attend the meeting and listen, share, and discuss a variety of subjects on development and evaluation. She was also pleased to moderate such a knowledgeable and experienced Panel.



She then introduced the Panel.

Penny Hawkins [Head of Evaluation UK Department of International Development (DFID)] is an evaluation specialist with extensive experience in public sector and international development evaluation. She is currently Head of Evaluation at the UK Department of International Development (DFID) and before taking up this role in 2013, was an evaluation specialist at The Rockefeller Foundation in New York. Penny has held a number of evaluation leadership roles in the government sector including as Head of Evaluation for the New Zealand Aid Programme at the Ministry of Foreign Affairs and Trade. She currently serves as the Chair of the OECD-DAC Network on Development Evaluation and from 2003–13 was a faculty member for the International Program for Development Evaluation Training (IPDET) at Carleton University in Canada. Penny has contributed to a number of evaluation publications including co-editing a book published in 2012 *Evaluation Cultures – Sense Making in Complex Times*. Penny’s longstanding commitment to the evaluation profession stems from her optimism that evaluation can make a positive contribution to world development and human wellbeing.

3.2.2. Keynote Speech - Ms Ada Ocampo Evaluation Capacity Development in the post 2015 era - Why it matters?

Ms Ada Ocampo thanked the organisers for inviting her to the Conclave, which has proven to be a success judging by the array of evaluators present, and the quality of presentations in the morning session.



Ms Ocampo shared her thoughts on the national evaluation capacity development initiatives post 2015; the key questions being does it matter? And why should it matter more than before?

2015 is a historic milestone – we are in the threshold of change from MDGs to a comprehensive SDG era. If the MDGs were the top of the mountain, we need to continue climbing, as the old adage says. The new era offers endless opportunities as well as challenges.

In the new era, evaluations need to adapt and adjust, and more than ever, evaluations need to be evaluated. The evaluators need to recognise the challenges and be open to re-think the way evaluations are carried out. The overall directions for future evaluations are set in the Global Evaluation Agenda 2016-2020 and the Agenda 2030. The policy evaluation arena is rapidly changing, and there is increasing evidence of linkages

between evaluations and good governance, reflected by accountability and transparency. In this context, the Parliamentarians have an important and increasing role to play in order to ensure good governance.

The important tasks before us dictated by the Agenda 2030 and others revolve around developing the national evaluation capacity to meet the challenges posed by SDGs. The complexity and diversity of interactions between the multiple actors and multiple components that are embedded in interventions in development make evaluations even harder. Programme interventions also change rapidly, and different causes will contribute to a single output. Nonlinearity is a common issue when examining cause-effect relations, and requires complex explanations. All these require skilled evaluators.

The evaluators need to be mindful of the additional challenges posed in the new era. The SDGs require reduction of inequality, examine power relations, gender sensitivity, and a host of other aspects. If the evaluators are to succeed in the new era, there is an urgent need to empower the evaluators with new skills and a vision.

Ada Ocampo [Senior Evaluation Specialist, UNICEF HQ - New York] is a Peruvian sociologist with a Master's Degree (with distinction) in Development Planning and Management (University of Wales, UK). Her masters dissertation was on: The Empowering Dimension of Evaluation: concepts, controversies and challenges. She has worked in the UN system since 1990 with UNICEF, UNDP, UNFPA and IFAD in different countries of North and Latin America, Africa and Asia. During her career she has been mainly involved in evaluation capacity development and networking. She has lectured at various universities including Carleton, FLACSO, Indian School of Business and BRAC University. She is the author of several articles and publications. She was one founders of the International Organization for Cooperation in Evaluation (IOCE) and of the Latin America Evaluation Network (ReLAC). She represents UNICEF at EvalPartners and EvalGender. Since November 2014 she is based in New York where she holds the position of Sr. Evaluation Specialist.

3.2.3. *Keynote Speech - Ms Farzana Ahmed* Evaluation and Public Sector Management

Ms Farzana Ahmed, while thanking the organisers for the invitation extended, referred to the important milestone at which this Conclave is held – the transformation from MDGs to SDGs. The SDGs are much broader; however there is a need to recognise that at the national level there will be even more indicators to examine.



The SDG agenda can be used to galvanise public opinion around SDG indicators. There is no doubt that SDGs are important, but evaluations will also need to be examined from a national development agenda perspective. In this regard evaluations can play a very constructive role.

At the outset, outputs, outcomes and impacts will be looked at; Ms Ahmed will personally like to see that operational results are looked at impact point; achievable results at the level of outcomes, and controllable results at output level. Together, these form the Results Chain. SGD indicators fall into all these categories. Whilst it is important to recognise the inputs and activities, it is necessary to explore how results should be achieved – and set targets. The entire framework requires formulation of indicators, allocation of resources, and planning how activities should be undertaken. Monitoring will be a mechanism to understand whether the outputs have been achieved and to frame the trends towards achieving the outcomes.

Ms Ahmed presented two dimensions of evaluations:

- Look backwards to examine whether the achievements have been accomplished as envisaged; and
- Formulate a road-map for the future.

Evaluations should be planned in the broader context of management. Primarily, there has to be the capacity to implement results-based management. These include planning for results (including a statement of the intent and progress towards indicators), and budgeting for results, including re-orienting budgets. It is also prudent to examine the interconnectivity between the two.

Given the challenges that lie ahead in terms of SGDs, evaluators need to change to keep up with the new developments, and improve the skills.

Ms Ahmed then brought out the dimensions of translating these practices to the country level. At that level, ministries and departments come to play. In that context, evaluations should not be looked at only from a results point of view. It should consider efficiency, particularly important from a national setting, effectiveness, unintended outcomes, relevance, and sustainability.

Unintended outcomes can be quite interesting. She cited two examples: road development in the Mekong Region has brought out human trafficking and drug peddling as unintended outcomes; garment industry in Bangladesh brought in investments and provided substantial employment opportunities – it also empowered women and improved the role of women in the society. Such unintended outcomes need to be captured.

In conclusion, Ms Ahmed re-iterated the need for rigorous national evaluations to support accountability, and provide learnings for informed decision-making. When this happens, policy makers will become sensitive to evaluations.

Farzana Ahmed (Lead Evaluation Specialist Independent Evaluation Department Asian Development Bank) has over 15 years' experience working in development with the ADB and her evaluation experience has been enriched through her extensive knowledge of ADB operations both from her work in Manila and her time in Indonesia – at the ADB Resident Office and as an Advisor to the Australian Government on it development assistance after the 2004 Tsunami. In addition to conducting evaluation of ADB's interventions, Ms Ahmed is also responsible for the Evaluation Capacity Development program of the ADB. Prior to joining the Independent Evaluation Department, Ms Ahmed worked in the Strategy and Policy Department, South East Asia Operations and the Budget Division of the ADB. Her specialization is in results based public sector management and she was involved in major governance reform in Indonesia with ADB's support to the strengthening of the National and sub-national Audit Systems. Ms Ahmed also co-ordinated ADB's first country based community of practice on results based public sector management that comprises senior government officials from ADB member countries. Ms Ahmed is a UK qualified chartered accountant and also a member of the Institute of Chartered Accountants in Australia. She is a graduate in Politics, Philosophy and Economics from Oxford University in the United Kingdom and prior to joining ADB she spent over 15 years in the private sector in the UK and in Australia. Ms Ahmed is originally from Bangladesh and is also a national of Australia .

3.2.4. Keynote Speech - Dr Jyotsna (Jo) Puri Complexity and Causality - what are we learning?

Dr Jo Puri from 3ie subtitled her keynote speech 'Into the brave new world of real-world impact evaluations'.



She first defined complexity. This has to be first distinguished from complicated. The Santa Fe complexity institute has examined complexity in inter-disciplinary ways. In an article in the Journal of Economic Perspectives (1999), J. Barkley Junior defined it to have three different aspects: heterogeneity (i.e. differential impact), network effects and 'emergence'. So think of it being comparable to ants. Ants have different functions. Each ant is different. They all come together in networks to then become robust and adaptive and reactive. And you cannot understand the system by looking at individual ants. That's the essence of a complex adaptive system.

Complexity has many shades. Complexity of context, complexity of causal chains and complexity of causal designs and delivery.

To illustrate complexity of context, she provided an example of the Democratic Republic of Congo where there is a variety of wars going on with more than a dozen armed groups and a lot of internal displaced people. Humanitarian agencies deploy assistance here based on a complexity of factors including where families are most vulnerable. The causal effect of an agency's actions can only be measured if one recognizes that there are thick causal chains. Mercy Corps that is working with 3ie and a research team has parsed the question in different ways.

Other examples of complex ecosystems are forests. Citing work in Northern Thailand, Dr Puri illustrated the use of big and open data to demonstrate how complexity can be to understand different phenomena.

She also gave the example of media (in Brazil) and its effect on people as another one to explain how even in complex landscapes one can still measure and understand effects.

She finally gave other examples of programmes in Bangladesh and in Ghana where some of these factors have played an important role but how good relentless work has helped to showcase and highlight critical dimensions of what has worked and what has not even in these contexts.

She concluded with several important take-aways about engaging, communication, mixing methods, that can help to parse the complex landscape we work in while not shying away from understanding or measuring what can work and what doesn't.

Jyotsna (Jo) Puri is currently Deputy Executive Director and Head of Evaluation at the International Initiative of Impact Evaluation (3ie). Jo is also adjunct faculty at the School of International and Public Affairs (SIPA), Columbia University, New York where she teaches development evaluation.

Jo has more than 18 years of experience in policy research and development evaluation and has worked in several organizations including the World Bank, Columbia University and the UN. She has undertaken and led evaluation related work for UNDP, UNICEF, GEF and the MacArthur Foundation. Her research has focused on analyzing poverty impacts of policy and infrastructure investments in Asia and Latin America. Her other areas of work include examining impacts of policies in the areas of environment, agriculture, health and climate change. As policy adviser at UNEP she has provided thematic and strategic advice on program development and engaging governments at various levels for effective delivery of outcomes for equitable, growth transitions. She is the lead author of a book on measuring and interpreting monitoring and evaluation indicators prepared for the Human Development Report Office and published by UNDP; Co-author of a book examining implications of Joint Implementation of Climate Change commitments for developing countries and led the publication of a synthesis report on Forests in a Green Economy published by UNEP. She sits on the board of Community of Evaluators, South Asia and the Geneva based Humanitarian Quality Assurance Initiative. Jo's academic qualifications include a Ph.D. and M.Sc. in Resource Economics and a Masters in Development Economics.

3.2.5. Keynote Speech - Dr P K Anand Evaluation Techniques for Development Schemes

At the outset, Dr P K Anand thanked the Community of Evaluators South Asia for the invitation extended to him to make a keynote address. Dr Anand remarked that he was impressed with the contributions so far seen from eminent persons, and some of his comments may overlap with what has already been said.



Economic growth is meant for inclusiveness and sustainability, and is expected to result in a state of happiness and well-being. Development evaluations need to address sustained growth led welfare and policy changes. However, it is very difficult to measure happiness and well-being, and there could be overlaps between these two.

Dr Anand traced the history of government evaluation structures in India. The Programme Evaluation Organisation (PEO) was established in October, 1952 as an independent organisation under the erstwhile Planning Commission. In January 2015, NITI Aayog replaced Planning Commission. In place of the PEO,

the Development Monitoring and Evaluation Office (DMEO) was established in the office of NITI Aayog. In addition, there are seven Regional Evaluation Offices and a number of Project Evaluation Offices located in various parts of India. There are sector-wise evaluation study reports generated by this office.

Dr Anand elaborated on some developments in evaluation studies in India. Econometric Analysis has been widely used in evaluation. In the methodology used, socio-economic, demographic, programme related etc. variables have been studied. Univariate analysis, regression techniques, and causality (Granger causality tests) are tools that are being widely practiced. Additional techniques are often used as the circumstances demand.

Dr Anand presented the results of some studies from India, and the outcomes of those studies. Of special interest were three studies; the National Rural Health Mission in seven States, Construction of Hostels in several states, and Study on Rural Road Component of Bharat Nirman. He also explained how the results of some of the key studies (total sanitation study) are used for policy formulation.

He also stressed the importance of consulting the communities in preparing questionnaires etc. used in evaluations.

Pramod Kumar Anand (Senior Consultant, NITI Aayog, Delhi) holds MSc (Physics) and MSc (Economics) from London School of Economics. He is a Fellow of the Indian Institute of Foreign Trade and holds a Ph D in Economics. He currently works in NITI Aayog, Government of India (GoI) and handling Evaluations; Mid-Term 12th Five-Year Plan Appraisal etc.

Before his retirement from IAS in September 2014, he had served in the State Government of Rajasthan and in the Government of India (GoI). In GoI he had been Sr. Adviser, Planning Commission; Joint Secretary (JS) in the Ministry of Rural Development and in the Ministry of Defence; Director (Exports) in the Ministry of Textiles etc. In Planning Commission, besides Industry, Minerals, Research, Economic Divisions he was also heading Programme Evaluation Organisation having 15 field units across the country.

He was also awarded gold medal in Advanced Professional Programme in Public Administration (APPPA) and had topped in the college in M Sc (Physics) and B Sc (Hons.) Mathematics.

3.3 Keynote Panel 3 (09 00 – 10 30 h; 27 November 2015)

Moderator: **Dr John Gargani** (President and Founder of Gargani + Company, Inc., USA; President elect [2016], American Evaluation Association)

Ms Natalia Kosheleva, EvalPartners Co-Chair

Panellists: **Ms Penny Hawkins**, Head of Evaluation, Department for International Development (DFID), UK

3.3.1. Opening Remarks by Dr John Gargani

Dr Gargani referred to the very rich presentations at the Panels on the previous day, and added that there will be two more equally comprehensive and interesting presentations to follow. He stressed that the session will be informal, and requested the audience to participate in the discussion at the end of the presentation.

He then introduced the Panel.



John Gargani was recently elected the 2016 President of the American Evaluation Association. He is President and Founder of Gargani + Company, Inc., a program design and evaluation firm located in Berkeley, California. When he is not helping nonprofit organizations, foundations, corporations, and government agencies achieve their social missions, he is writing about evaluation, sharing his thoughts at EvalBlog.com, teaching graduate classes on social entrepreneurship and program design, speaking at conferences around the world, and conducting workshops to train the next generation of evaluators. Over the past 20 years, his work has taken him to diverse settings, including public housing projects, museums, countries adopting free market economies, and 19th century sailing ships. He has designed innovative social enterprises; directed large-scale randomized trials; and created novel technologies that measure how people think. He holds a Ph.D. in Education from the University of California at Berkeley, where he studied measurement and evaluation; an M.S. in Statistics from New York University's Stern School of Business; and an M.B.A. from the University of Pennsylvania's Wharton School of Business.

3.3.2. *Keynote Speech - Ms Natalia Kosheleva* Evaluation in the era of sustainable development

Ms Kosheleva opened her keynote address by remarking on the challenges put forth by the adoption of the global Sustainable Development Goals (SDGs); this brought excitement personally as an independent professional evaluator since the 1980s with a background on environmental science and policy, including sustainable development.



In the 1980s there were two mantras in the environmental world: “Think globally, act locally” and “If you are not part of the solution, you are part of the problem”. When SDGs were adopted, the immediate response was on how one would contribute to the implementation of SDGs and the evaluation tools that should be used.

Agenda 2030 recognizes that environment and humankind are closely interlinked. This means that evaluators will need to pay more attention to these inter-linkages and hence deal with complexity issues. Agenda 2030 also calls for empowerment of women and implementation of the principle “no one is left behind”. It also means that evaluators will need to pay more attention to the issue of power, especially given that existing literature indicates that both social inequalities and environmental degradation have the common cause – uneven distribution of power.

In consequence, evaluators may need to challenge the power structures existing within and around the evaluated programs where most power belongs to evaluator’s client. A useful tool that an evaluator can use to deal with this uneven distribution of power is the strength of evidence table developed for European Union External Assistance where more weight is given to evaluator’s observations and statements of people who had a first-hand experience with the evaluated intervention.

The strongest evidence is from (a) observed facts such as direct observations, visit reports, photographs, management records, (b) witness’ statements such as from project beneficiaries about changes to attitudes after participating in the programme, and proxy evidence. The weakest evidence comes from reported statements such as those from the programme managers.

One of the concepts that can help an evaluator to deal with complexity is the systems approach principle of hierarchy. This principle alerts an evaluator about the nested nature of systems: every system is made of smaller scale systems while at the same time it is part of larger scale system. In practical terms this means that an evaluator shall always remember that an individual belongs to several bigger systems: family, organization where her or she is employed, circle of friends. At the same time any organization is part of an industry, and eventually belongs to the regional or national system.

A useful tool to deal with the complexity of human systems is the social capital model. Five elements of the capital: intellectual, emotional, social, economic and biological capital makes a dynamic system. Each of these elements also represents a system of interacting elements.

Another important system's approach concept is the importance of initial conditions. In the context of evaluation it means that the outcome is always dependent of the initial state of the entity evaluated. Initial conditions affect how the intervention will be formulated and outcomes accessed. Referring to a Client of Ms Kosheleva, a charitable foundation which provides financial support to children with severe disabilities for medical treatment brought out a case where because the children have very severe disabilities, often treatment does not produce any positive changes in the health status of the child. It was agreed with all staff that a situation when the treatment produced no health changes was still acceptable to the foundation, and such outcome would be assessed as satisfactory. In such a context, it was realized that providing an opportunity to obtain financial support for expensive treatment helped to improve the emotional capital of mothers of disabled children and empowered them to continue taking care of their children. Thus one of the outcomes of the foundation work was that children continued to stay with their families and were not left behind by them.

Natalia Kosheleva (EvalPartners Co-Chair) has been working in the field of evaluation since 1996. As an evaluation consultant Natalia has conducted dozens of evaluation in the CIS and Eastern Europe as well as helped Russian NGOs to design and implement M&E systems and build M&E capacity.

Natalia contributed to the development of the Russian-language body of evaluation knowledge. She co-edited the first Russian-language book on evaluation "Program Evaluation: Methodology and Practice", authored the on-line module on transformative evaluation and led the development of the Russian-language "Introduction to evaluation" e-learning course.

In 2012-2013 Natalia was the Chair of the International Program Evaluation Network (IPEN) that brings together evaluators from the CIS region and led the organization of IPEN conference in Moldova in 2013.

In 2013-2014 Natalia was the President of the International Organization for Cooperation in Evaluation. Since 2013 she is a Co-chair on the international initiative, EvalPartners. One of her key achievements is the launch of the EvalPartners P2P/Small Grants Program that promotes cooperation between national and regional VOPEs.

3.3.3. Keynote Speech - Ms Penny Hawkins **Bridging the gaps between commissioners, practitioners and users of evaluation**

Ms Hawkins expressed her delight being able to attend the Conclave, and thanked the organisers for the invitation extended to her. Reflecting on the title of the keynote address, she declared at the outset that she will not delve on technical side of evaluations but in the relational aspects of evaluations.



Alluding to the past work, Ms Hawkins indicated that in her 25 years' of work in evaluations, she has realised that it is not just the technical issues, though important, that have to be dealt with. The difference between a good evaluation and one that has not succeeded is the relational aspects between the commissioners, practitioners and users of evaluation. These aspects have been informally discussed often times, but have not been brought out in a fora like this. The literature available on this aspect is also grey.

We are quite familiar with the three corners of the triangle, the commissioners, practitioners and users. However, we have not focussed, and lack information on the spaces between these three entities.

The **Commissioners** and **End-Users** will develop the terms of reference for the evaluation. What we should be interested is what happens in the space between them. There is some upfront discussion between Commissioners and the stakeholders; there needs to be a good discussion with the end-users to capture their expectations. At the present moment, not enough time is spent on this discussion, perhaps constrained due to time limitations. Engagement and communication between the parties are critically important – but currently not much time is spent as the evaluations are done rather quickly.

The relationship between the **Practitioners** and **Stakeholders** is very important. The two parties have to be clear on their interests and needs; the stakeholders need to be engaged in evaluations. The process of engagement is crucial.

The engagement between **Commissioners** and **Practitioners** is often difficult. The Commissioners will specify the outputs of evaluations. There is often a contract and a set of deliverables.

One of the demands of Commissioners and Practitioners is the quick turnaround of evaluations. This is not the best option. The opportunities for longer term evaluations are not common. As the changes are rapid, there is a tendency to revert to monitoring, which will also give a picture of the change that is happening; yet there is a demand for robust evaluations, which are needed.

Ms Hawkins described DFID's current experimentation with adaptive programming. In this, evaluation is built into the intervention, and a feed-back mechanism is created. A number of pilot initiatives on this line are currently in progress. This process allows responses in quick time, and affords opportunities for testing the theory of change. Also built into this mechanism is the recipient feed-back.

The services of 'traditional' evaluators are still important. However, it is opportune to introduce new skills, and develop a culture of data scientists working together.

Another important consideration is bridging the gap between evaluations and decisions. The demand for evaluations is clear. It is necessary to develop strong links with the potential users before, during, and after the evaluation.

Currently, there is a challenge for making a case for evaluations, and prove that evaluations cause positive change leading to shifting mind-sets and new insights. And there now is the opportunity to demonstrate the value of evaluations.

We evaluate others, and it is time that we look inwardly. What value can we demonstrate for tax-payers money that is spent on evaluations? We need to ensure that the money is well spent and that there is a return and a service to the people we assess.

Penny Hawkins [Head of Evaluation UK Department of International Development (DFID)] is an evaluation specialist with extensive experience in public sector and international development evaluation. She is currently Head of Evaluation at the UK Department of International Development (DFID) and before taking up this role in 2013, was an evaluation specialist at The Rockefeller Foundation in New York. Penny has held a number of evaluation leadership roles in the government sector including as Head of Evaluation for the New Zealand Aid Programme at the Ministry of Foreign Affairs and Trade. She currently serves as the Chair of the OECD-DAC Network on Development Evaluation and from 2003–13 was a faculty member for the International Program for Development Evaluation Training (IPDET) at Carleton University in Canada. Penny has contributed to a number of evaluation publications including co-editing a book published in 2012 *Evaluation Cultures – Sense Making in Complex Times*. Penny's longstanding commitment to the evaluation profession stems from her optimism that evaluation can make a positive contribution to world development and human wellbeing.

4. Skills Development Workshops and Demonstrations

4.1 Introduction

Skills Development Workshops (SDWs) are an important component of the Conclave; these provide an opportunity for the evaluation community to acquire new skills, share experiences and refresh skills.

Altogether 15 SDWs were held on 23 and 24 November 2015. Altogether 404 participated in these workshops over the two days (Table 4.1). All participants were issued a Certificate of Participation at the end of the workshop.

In addition, two Demonstrations were held on 24 November 2016.

Table 4.1 – Attendance at Workshops

ID	Workshop	No. of participants
23 November 2015		
WS-1	Managing and Conducting Joint Evaluations [<i>UNICEF (Krishna Belbase)</i>]	25
WS-2	Conducting an independent evaluation of public policies: Approaches and tools from evaluation-life experience [<i>Serge Eric Yakeu Djiam</i>]	35
WS-3	Gender-transformative/feminist indicators and frameworks [<i>The Institute of Social Studies Trust (ISST), India</i>]	20
WS-4	Designing and using dashboards: Uttar Pradesh RMNCH+A Dashboards [<i>Bill & Melinda Gates Foundation, India</i>]	15
WS-5	Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method [<i>Martha McGuire, with Tessie Catsambas, Hallie Preskill, Pratap Shrestha & David MacCoy</i>]	23
WS-6	How can Organizations conduct Transformational Evaluation of Intervention to address Violence against Women [<i>Institution Builders & Darshana Collective, Mumbai, India</i>]	31
WS-7	Impact Evaluation - a science and an art [<i>International Initiative for Impact Evaluation</i>]	25
WS-8	Improving evidence uptake and use [<i>International Initiative for Impact Evaluation</i>]	26
24 November 2015		
WS-9	Effective Use of the Logic Model [<i>Barbara Rosenstein</i>]	18
WS-10	Evaluating the impact of water, sanitation and hygiene (WASH) programmes [<i>International Initiative for Impact Evaluation</i>]	13
WS-11	Improving Adolescent Lives in South Asia [<i>International Initiative for Impact Evaluation</i>]	19

ID	Workshop	No. of participants
WS-12	Impact Evaluation: Theory, Practice, and Decision-Making [CLEAR South Asia]	36
WS-13	Use of IQAS for baseline survey and routine monitoring in health care [Bill & Melinda Gates Foundation, India]	10
WS-14	Impact evaluation using a multi-level framework: Measuring effectiveness and equity in an integrated framework [University of Toronto & Sambodhi Research & Communications Pvt. Ltd]	39
WS-15	Participatory Evaluation [Robert Chambers, Mallika R Samaranayake, & Sonal D Zaveri]	69
Total		404

4.2 Workshop Abstracts

Managing and Conducting Joint Evaluations (WS-1)

Conducted by: *Krishna Belbase* [Evaluation Office, UNICEF, 3 UN Plaza, New York]

23 November 2015 (08 30 – 12 30)

Dynasty Pre-function Room

Joint evaluations of policies, programmes, and projects that are of common interest to the collaborating partners are receiving considerable attention of both multilateral and bilateral organizations and among non-governmental organizations. The call for harmonization and alignment in the donor community, as well as among the United Nations agencies (Delivering as One, joint programming, UNDAF, humanitarian reform and inter-agency cluster mechanism) and growth of partnership-based modalities have contributed to increased demand for and role of joint evaluations.

Joint evaluations are seen as a means to pool the evaluation capacities and complementary expertise of the collaborating institutions; share the evaluation costs; facilitate wider acceptance of the findings and conclusions of the evaluation; and in some instances to gain easier access to evaluative information. As a result of these potential benefits, joint evaluation is often seen as a win-win for the collaborating institutions. However, in reality joint evaluations often imply trade-offs and require careful consideration of issues such as additional transaction costs, compatibility with institutional business cycles and institutional interests and priorities. There are also different modalities and levels of “jointness” in which joint evaluations are taking place that merit more careful planning and conduct of joint evaluations.

The workshop used the existing literature and recent experiences in managing joint evaluations. Covering both development and humanitarian fields and targeting audience from government and non-government sectors, the workshop focussed on strategic planning, stakeholder engagement, quality assurance, and dissemination of joint evaluations. The workshop explored both the theory and practice aspects of joint evaluations with a key focus on ensuring utilization and policy influence.

The workshop highlighted the need for evaluations to be participatory, drawing on lessons learned from joint evaluations which involve a multitude of stakeholders at the national and international levels. Using presentations, practical examples, group-exercises and brainstorming tools, it introduced new ideas and learning among the participants and brought out issues for further discussion that are of interest to the South Asia Region and to the wider evaluation community.

The audience for the workshop was mixed with decisions-makers, managers and other involved in evaluations. The workshop addresses the following key questions:

- a) Why joint evaluation?
- b) Strategic planning of joint evaluations;
- c) Effective implementation of joint evaluations;
- d) Key methodological issues guiding the conduct of joint evaluations; and
- e) Ensuring dissemination and policy use of joint evaluations;

The session ended with a feedback from the participants.

Conducting an independent evaluation of public policies: Approaches and tools from evaluation-life experience (WS-2)

Conducted by: *Serge Eric YAKEU DJIAM*
[Former President, African Evaluation Association (AfrEA)]
Yaounde – Cameroon

23 November 2015 (full day)

Galaxy Room

To date, various public and private organizations are still struggling to get an independent evaluation of the impact of their interventions. The technical capacity of staff and other evaluation practitioners is one of the main weaknesses. This workshop provided a strategic and simplified approach for inception and evaluation design. Participants were familiarized in the development process of an inception and the completion of an independent evaluation which should address the key determinants of the evaluation development by discussing the importance of ethics in evaluation, evaluation matrix, data collection methods, data analysis, reporting scenario and communication, work-plan and quality assurance. Group work provided an interactive environment to participants in a process of mutual learning. Particular attention will be paid to the experience participants.

The workshop was targeted to evaluators of varying experiences; from beginners to intermediate level.

The training provided specific techniques on the development process of an inception phase and implementing an independent evaluation.

Session 1 included an introduction, steps and approaches, triangulation and analysis of evaluation criteria using a case study.

Session 2 included group work and restitution (with specific ToRs for analysis which were provided to participants by the leader.

Gender-transformative and equity focused evaluation (WS-3)

Conducted by: *Institute of Social Studies Trust (ISST), New Delhi, India*

23 November 2015 (full day)

Regency Room

The understanding of development evaluators on gender-transformative and feminist evaluation varies. This workshop sought to build on what participants already knew, and introduce new tools and frameworks. The workshop will have three segments.

The workshop consisted of three sessions:

Session 1, facilitated by Rituu B Nanda was an interactive session which provided the participants a taste of SALT (Stimulate, Appreciate, Learn, Listen and Transfer) and community life competence approach. It looked at the response of the community when Stimulate, Appreciate, Learn, Listen and Transfer approach was introduced. The session provided a briefing on its experiences, having been successfully applied in 66 countries. The approach helped to create a safe space where the most marginalised were able to share and engage without fear and without being judged. This is particularly valuable in scenarios to bring up the voice of those affected by the issues.

Session 2, facilitated by Ranjani Murthy shared the gender, poverty and empowerment evaluation framework developed by her, and its application. The framework builds on Amartya Sen's concept of entitlements. This framework is relevant when the objective of the programme includes women's poverty reduction and empowerment. Women's poverty was discussed at two levels: dimensions and causes. Three levels of empowerment, based on Rowland's concept, -power to (individual), power with (collective) and power within (deep rooted values) frame assessment of gender and diversity related impact. Use of mixed participatory methods and quasi experimental methods were discussed using a case study.

Session 3, facilitated by Rajib Nandi discussed gender sensitive indicators. The session specifically raised four following questions (i) What is an indicator? (ii) Why do we need gender sensitive indicators? (iii) What makes an indicator gender sensitive? And finally (iv) How gender sensitive indicators can be developed? By using a few participatory exercises and examples the session discussed the limitations in the commonly used indicators and brainstormed how gender sensitive indicators could address the issues of gender gaps and inequalities in the society.

The workshop used exercises, caselets and discussions to engage the participants, who were provided with a reading list for follow-up work.

Designing and using dashboards: Uttar Pradesh RMNCH+A Dashboards (WS-4)

Conducted by: *Bill and Melinda Gates Foundation [Arup Kumar Das & Niranjan Saggurti]*

23 November 2015 (full day)

Senate Room

Local and district governments require data to facilitate planning and management of existing programmes. Surveys like the Demographic and Health Survey (DHS), the Multiple Indicator Cluster Survey (MICS) and national health surveys are conducted at three to five years intervals and typically provide only regional and national data. They are not district specific. Health Information Systems (HMIS) are facility based and do not inform about the conditions of people living in communities, which is the information needed by local health programme managers. Managers need to monitor routinely their programmes using simple methods.

The major challenges in reviewing the performance of the health programme have been collation, compilation and analysis of the existing data to identify gaps for problem solving. Generally, in a situation like Uttar Pradesh, programme reviews are carried out based on inaccurate or poor quality data and many a time review platforms are used as data collection platform. In such platform, rather than identifying the root cause or bottlenecks, administrative instruments such as orders, punishments etc. are used which rather than solving the problem results in demotivated and directionless programme managers striving to perform systematically.

In order to alter this situation, Uttar Pradesh Technical Support Unit, Uttar Pradesh, India has devised a RMNCH+A (Reproductive, maternal, new born, child and adolescent health) dashboard tool which provides a comprehensive “pathway of change frame work” linking different data sources which helps the reviewer to conduct relational analysis in the frame work of input-output-outcome-impact. The specific objective of the Uttar Pradesh RMNCH+A Dashboards is to support the programme managers at the state, district, block, and facility levels to track and gauge critical RMNCH+A performance indicators adown to health communities and facilities level. The Dashboards includes the actionable indicators for planning programme activities and strategies, monitoring programme activities and implementation gaps to make informed decisions and initiate corrective action quickly, and reviewing programme performance.

The steps followed for arriving at the current stage of dashboard and the next steps to integrate the tool in health departments review mechanism include assessment of existing initiatives, designing a conceptual framework, selection of indicators, assessment of quality of data. The dashboard was field tested in two districts (Hardoi and Sitapur) and the information was disseminated to state level officials. The district M&E specialist and district CMO will jointly review the dashboard before monthly MOICs meeting and list down major actionable points. These actionable points have been shared with the MOIC and they have taken the necessary corrective actions.

Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (WS-5)

Conducted by: *Martha McGuire* <martha@logicaloutcomes.net>

23 November 2015 (full day)

Crystal Room

The workshop focussed on evaluation design that supports the evaluation being used and having a positive impact. An appreciative evaluation explores what a programme can do when it is functioning at its best. The appreciative philosophy assumes:

- What we focus on becomes our reality
- In every society, organization, or group, something works
- Reality is created in the moment and there are multiple realities.
- The act of asking questions is an intervention
- People have more confidence and comfort to journey to the future when they carry forward parts of the past
- It is important to value differences
- The language we use creates our reality
- People are motivated to act when they have a choice in what they will do¹.

The workshop opened with a presentation and small group work with the participants applying techniques and methods. Appreciative Evaluation was introduced with an emphasis how this approach can contribute to evaluations that make an impact. The presentation included an overview of the power of the appreciative approach with references to the latest literature on the topic. It explored how evaluation questions are framed and what types of data collection is important. This was followed by a small group work formulating appropriate evaluation questions based on a case study.

The next presentation was on participatory data collection incorporating equity-focused methods including a gender equity focus that allows women’s voices to be heard separately. Arts-based data collection was introduced, which uses creative activities to gather information and as a way to express value. Using art can

¹ Preskill, Hallie (August 2007) Using Appreciative Inquiry for Evaluation and Organizational Change

help individuals express complex ideas, particularly where there are differences in language. It gives a quick snapshot of a group's collective views and can generate materials that can be used in an evaluation report. Story-telling is a form of narrative inquiry that seeks to collect information as a type of oral history. This form of inquiry is based on the idea that individuals construct an understanding of their world by telling stories about it. A session on small group work using an arts-based method to address two sample questions followed.

The next session introduced Photovoice, an arts-based method with roots in participatory and documentary filmmaking and photography. In Photovoice, information is gathered directly from people whose voice is seldom heard in public spheres. It is distinguished by a focus on capturing local expertise, and using this information to affect change on an individual, social and public policy level. A small group work was held to formulate a data collection framework, based on the evaluation questions developed earlier and using methods developed by Robert Chambers.

The workshop was wrapped up with a session on using qualitative data to bring meaning to quantitative performance data using a case example to demonstrate how participatory qualitative data collection methods were used to make the evaluation more useful. It also included the perspective of the commissioner of the evaluation.

How can Organizations conduct Transformational Evaluation of Intervention to address Violence against Women (VAW)? (WS-6)

Conducted by: *Anuradha Rajan & Kanti Gopal (Dharshana Collective, Institution Builders HR Solutions Pvt. Ltd, Mumbai, India)*

23 November 2015 (full day)

Viceroy Room

Any effective evaluation has to be simultaneously rigorous and transformational. It has to be a process and not an event. Evaluation of VAW programmes can be challenging as it is a sensitive issue and where eliciting insights is not easy. Apart from measuring outcomes, evaluations should both celebrate success and provide insights into the gaps and how they can be addressed. At the same time, the approach to conducting the evaluation has to be empowering for the employees and their partner organizations.

'**Appreciative Inquiry**' as an evaluation tool is well suited to assess VAW programmes as it looks into both process and outcomes. It engages employees, partner organizations and donors in collective learning and continuous improvement. It captures stories of the best of what has happened and explores the success formula through investigating contributing factors that led to success.

With the success formula as the start point and vision as the desirable destination point - employees, partners and donors can be engaged to create a **Theory of Change** navigation map. The map provides a systems approach to understanding linkages and how the desired state (change) will emerge. Without such a navigation map, people tend to focus on activities in isolation and not as part of an interdependent system. Theory of Change as a reflection and evaluation tool causes mindset change and promotes collaborative thinking and actions.

In general evaluation results are cascaded across the organization through traditional communication channels and in small groups. More often than not, the communication is one-way and uninspiring. The real challenge in using the evaluation results is to address resistance, build ownership and create a sense of urgency for implementing the insights from evaluation. To address this challenge, '**Large Scale Interactive Process (LSIP)**' tools such as Future Search, Open Space, Real Time Strategic Change are used to engage the entire organization in implementing the evaluation findings rapidly and effectively. The impact of

applying LSIP process and tools to evaluation communication are dramatic and sustainable. An unintended consequence of LSIP is that it fosters a self-evaluation and continuous reflection culture.

The workshop introduced these three tools in evaluation of VAW programmes, and covered areas such as story-telling to capture the key themes, introducing Appreciative Inquiry Framework as an alternative approach to evaluation of VAW programmes, deriving insights out of what has worked/ is working right now, introducing the Theory of Change and LSIP as a methodology. The workshop ended with a session on how to engage a large number of people simultaneously to build perspective and commitment of the entire organization to implement evaluations and learn how to use LSIP as an implantation tool to build ownership for evaluation results.

Impact Evaluation - a science and an art (WS-7)

Conducted by: *International Initiative for Impact Evaluation*
[Jyotsna Puri < jpuri@3ieimpact.org>]

23 November 2015 (full day)

Durbar Room

This workshop focused on helping policy-makers and other stakeholders involved in policy-making learn how to assess the impact of policy and programmes on key development outcomes. The workshop introduced the basic principles of impact evaluation and the different ways of conducting impact evaluations.

Session 1 dealt with Impact evaluations – why and for whom. This participatory session discussed the impact evaluations, why they are useful, where their importance has been seen, and basic idea about counterfactuals.

Sessions 2 and 3 discussed ‘the how of impact evaluations’. This participatory session discussed impact evaluations and theories of change, and on building real world theories of change. Additionally, it introduced the following aspects:

- Bias
- Methods used in impact evaluations – experimental methods
- Methods used in impact evaluations – quasi experimental methods
- What does this mean for programme managers and planning?
- How can programme managers know how to manage teams promising to produce high quality evaluations

The sessions used examples of impact evaluations from different sectors including health, education and agriculture. The workshop methodology included both exercises and group work.

Improving evidence uptake and use (WS-8)

Conducted by: *International Initiative for Impact Evaluation*
[Beryl Leach < b.leach@3ieimpact.org> with Stuti Tripathi, Radhika Menon, Paromita Mukhopadhyay]

23 November 2015 (full day)

Dynasty Room

Too often, even clear, compelling, high-quality evidence may be ignored by policymakers and implementers. In the recent years, a lot of research has been done to understand what it takes to get research into policy and practice. There now is a better understanding about the role evidence plays in decision-making and

the roles researchers and other actors play in communicating evidence into policy and practice. There is also a growing understanding of what activities and forms of communication by researchers are most likely to increase the chances that evidence will be taken up and used by decision makers. Additionally, more evidence and insights have been gained into what decision-makers need in order to use evidence effectively.

The morning session of the workshop focussed on planning, activities and forms of engagement and communication designed to improve the design, implementation and findings of the impact evaluation and engagement throughout a study. It takes an ecosystem approach to showing how integrated engagement, from the beginning and throughout an evaluation affects uptake. Effective uptake and use starts with effective and well-timed engagement with different types of actors, including the programme beneficiaries, implementers, decision-makers and intermediaries (e.g. media and civil society). The facilitators described the approaches that are applicable to all types of rigorous research evidence and not just impact evaluations. The main examples were drawn from 3ie's world of impact evaluations and systematic reviews.

The afternoon session focussed on how to be responsive to decision makers' evidence demands and needs and the benefits of well-designed briefs and tips for how to produce them.

Policy briefs (a term used loosely to cover plain-language summaries of research, usually two to four pages, tailored for specific audiences) are effective formats for presenting technical information in more accessible language and style. They are useful in highlighting key messages that can be adapted for specific audiences. They have become an essential tool in strategies to influence decision-makers, but they are also useful for media and civil society. This session examined why briefs are important, their strengths and limitations and how to create more effective ones both in terms of design and tailoring for different audiences. Participants learned how to decide what type of brief they want, identify their audience and main messages, choose and adapt content and present it in accessible and attractive formats. Participants used their own reports or papers in practical exercises.

Effective Use of the Logic Model (WS-9)

Barbara Rosenstein

Conducted by: *[The Israeli Association for Programme Evaluation; <rosensteinbarbara@gmail.com>*

24 November 2015 (09 00 – 12 30)

Viceroy Room

It is often difficult to establish whether an intervention or programme is responsible for the outcomes in the field. One way of strengthening such attribution is to build a clear, yet flexible logic model that can account for the steps leading to the desired and potentially unintended outcomes. A logic model reveals and makes it possible to examine the programme theory in depth. The logic model allows the evaluator as well as stakeholders to examine each part of the intervention as well as the links that connect them. The use of the model format makes it possible to identify where the programme is doing what it is supposed to do or not. It enables the evaluator to pinpoint weak links that need to be strengthened and strong links that can serve as lessons to other programmes.

A logic model should be built with stakeholders in order to verify the components and ascertain the theory of change behind the intervention, programme or project. It is a persuasive tool for involving stakeholders in the evaluation process. It furthers their understanding of the interlinking components of a programme through concretization and conceptualization of the programme theory. Because stakeholders are involved in building the logic model, they are more likely to feel connected to the evaluation and consequently, more inclined to use it.

The workshop presented the logic model, introduced its basic components, and discussed its advantages, possible pitfalls and use. Participants examined examples of logic models used in a variety of programmes. Finally, the participants developed, built and assessed a logic model for programmes in which they are involved. Although not a new evaluation tool, a logic model is not always used as effectively as possible. The workshop focused on effective use of this important tool.

Evaluating the impact of water, sanitation and hygiene (WASH) programmes (WS-10)

Conducted by: *International Initiative for Impact Evaluation*
[Hugh Waddington <hwaddington@3ieimpact.org> & Radhika Menon]

24 November 2015 (full day)

Regency Room

In order for impact evaluations to make a difference to poor people, they need to be rigorous and relevant for policy and programmes. Designing studies to achieve both of these objectives means combining strong counterfactual analysis with a theory-based approach to data collection and analysis, and involving the right decision-makers from inception through to dissemination of findings. The workshop used a combination of plenary and break-out sessions to discuss key stages in undertaking these studies, including evaluation design, causal chain analysis, stakeholder engagement and policy influence. Examples were presented from 3ie's experiences in commissioning and managing impact evaluations, including studies commissioned by 3ie and the Water Supply and Sanitation Collaborative Council (WSSCC) examining impacts of sanitation and hygiene programmes in Asia and Africa.

The workshop elaborated on the following key stages of designing and implementing an impact evaluation.

- Theories of change (How to develop a theory of change; examples of theories of change for WASH programmes; group exercise to develop a theory of change)
- Stakeholder engagement and policy influence (Presentation on stakeholder engagement and evidence uptake for impact evaluations; examples from the WASH sector; group exercise for stakeholder mapping and building engagement plans)
- Methodological design (Sampling and data collection strategy; examples from WASH programmes; individual exercise on sample size calculation)
- Finding rigorous impact evidence (Using 3ie's gap map portal; locating relevant impact evaluations and systematic reviews)

The workshop featured presentations that explain theoretical concepts using real-world examples from the WASH sector. The presentations were interspersed with individual and group exercises. Participants self-allocated to particular WASH-sector interventions and outcomes for their group work.



... impact evaluation
... write

International Initiative for Impact Evaluation

Science · Influence · Impact

What we do

- We evaluate on what works, how and for what cost
- It is useful and available for uptake
- We help and practice
- We promote a culture of evidence-informed decision making
- We build capacity to produce and use impact oriented evidence

Examples from J10-funded studies

- **High unemployment in India**
- **Effectiveness of human field workers**

Project and research (2012) have been funded by the International Initiative for Impact Evaluation (I3E) and the World Bank.





Improving Adolescent Lives in South Asia (WS-11)

International Initiative for Impact Evaluation

Conducted by:

[Diana Lopez-Avila <davila@3ieimpact.org> ([Lead](#)), Anuradha Rajan (Institution Builders), Poonam Muttreja (PFI), Leena Sushant (Breakthrough), Natalie Fol (UNICEF), Priya Nanda (International Centre for Research on Women), Urvashi Wattal (CMS), Urs Nagel (Unicef), Juanita Vasquez & Alexandra Avdeenko (University of Mannheim) and Tarun Jain (ISB)]

24 November 2015 (full day)

Galaxy Room

Adolescents account for almost 20 per cent of the population in South Asia. However, they often remain invisible and are excluded from decisions that affect them and have limited access to information on issues that influence their lives. Some tangible consequences of this include that adolescents do not complete secondary school, may marry early and, in turn, become parents earlier than is socially or biologically desirable.

In response to these challenges, the South Asia Regional Office of UNICEF (ROSA), in collaboration with local governments in Afghanistan, India and Pakistan, planned a multi-pillared intervention to improve and empower the lives of adolescents --. This included focusing efforts on adolescents themselves, such as through youth groups, as well as targeting parents and communities, and service providers in health and education. The way each of these pillars is approached depended on the different government and NGO platforms available in each of the contexts; interventions were tailored accordingly.

3ie's Thematic Window is a grant-making modality aimed at building a cohesive body of evidence to expand regional and global public knowledge of what works with respect to that theme.

The workshop provided an opportunity for researchers and implementers to discuss openly about the challenges and opportunities of conducting research on and with a difficult-to-access (socially and at times geographically) population and, moreover, to converse with them about sensitive topics.

The workshop was designed to generate discussions around the following points and questions:

- (i) Understanding the context of adolescents' lives, which are the main problems, who are the key actors, what are the main programmes, what are their characteristics and what do we know about their effectiveness and usefulness?
- (ii) What are we learning from evaluations or programmes that target adolescent lives? What are the challenges in doing these evaluations?
- (iii) How are we designing and planning impact evaluations? What are we learning from planning these and rolling these out?, and
- (iv) Where do we stand at improving adolescents' lives in South Asia?

The presentations were structured in four sessions addressing these points.

Moreover, researchers and implementers can work together to articulate the challenges of conducting impact evaluations of programmes and how these challenges have been and can be mitigated.

Impact Evaluation: Theory, Practice, and Decision-Making (WS-12)

Conducted by: *CLEAR South Asia*
[Urmy Shukla <shukla@ifmr.ac.in>]

24 November 2015 (full day)**Durbar Room**

CLEAR (Regional Centers for Learning on Evaluation and Results) is a global initiative coordinated by the World Bank which aims to strengthen monitoring and evaluation (M&E) capacity in developing countries. The Center seeks to build capacity in the region for better monitoring, data collection and rigorous evaluation of ongoing programmes. It provides capacity development, technical advisory and knowledge sharing services to strengthen existing M&E practices.

The opening session addressed the key questions: when, why, and how should an impact evaluation be conducted? Over the past few years, there has been a growing recognition of the merits of impact evaluations, including impact evaluations conducted as randomized controlled trials (RCTs). However, the practicalities of conducting an impact evaluation are often elusive and tend to rely on academic jargon. This session provided a pragmatic guide to translating the theory of impact evaluations into practical, on-the-ground steps. The workshop focussed on both experimental and quasi-experimental methods of impact evaluations, including common challenges of measuring the true impact of a policy or programme.

The workshop utilized a diverse set of integrated teaching methods. The trainers provided both theoretical and example-based lectures, complemented by group work where participants were able to apply key concepts to real world examples, as follows:

- Introduction to Impact Evaluation and RCTs
- Impact Evaluation Case Study (Group Activity)
- Experimental Evaluation in Practice – ‘How to Randomise’
- ‘How to Randomise’ Case Study (Group Activity)
- Threats and Analysis
- Using Impact Evaluation for Decision-Making

By examining both successful and problematic evaluations, participants were able to better understand how impact evaluations can be used as a tool for decision-making.

Use of IQAS for baseline survey and routine monitoring in health care (WS-13)

Conducted by: *Bill and Melinda Gates Foundation & Liverpool School of Tropical Medicine, England*
[Joseph Valadez <Joseph.Valadez@lstmed.ac.uk> &
Baburam Devkota <Baburam.Devkota@lstmed.ac.uk>]

24 November 2015 (full day)**Dynasty Pre-function Room**

Local and district governments require data to facilitate planning and management of existing programmes. Surveys like the Demographic and Health Survey (DHS), the Multiple Indicator Cluster Survey (MICS) and national health surveys are conducted at three to five years intervals and typically provide only regional and national data. They are not district specific. Health Information Systems (HMIS) are facility based and do not inform about the conditions of people living in communities, which is the information needed by local health programme managers. Managers need to monitor routinely their programmes using simple methods.

The aim of the workshop was mainly focussed to provide participants with a detailed approach for conducting a population-based survey using the Lot Quality Assurance Sampling (LQAS) method for both baseline and on-going monitoring and evaluation (M &E).

LQAS is a survey methodology adapted from industry to health in the 1980s. Professor Joseph Valadez of the Liverpool School of Tropical Medicine (LSTM's), a pioneer of this technique, started using and simplifying this method in health settings during the 1980's. Today the technique has gained popularity and is now used by many national governments, Non-Governmental Organizations (NGOs) and international agencies globally to gather up-to-date programme information at decentralized level/local level. LQAS uses small samples, with the most frequently used size being 19 per Supervision Area (SA) or Sub-district. This methodology works by dividing a district into five or more management units or SAs, within which a random selection is made of 19 interview locations (which can be communities) using a census of the villages. This is followed by a one week, training of district programme teams in LQAS, data collection methods, interview techniques, hand tabulation and data analysis, and a discussion of the LQAS survey results and their implication for strategic decisions to improve the programme.

The workshop covered the following topics:

- Basic principle of LQAS;
- LQAS as an effective decentralized M&E technique;
- History and global application of LQAS;
- LQAS sampling technique and LQAS in practice (Classical LQAS);
- Benefits and limitations to using LQAS, institutionalization of LQAS.

In addition, briefings were made on innovative extensions of LQAS (Large Country LQAS, Global Acute Malnutrition/GAM-LQAS- Nutrition, Multiple Classification LQAS, and Health Facility Assessment- LQAS) and how this method can be applied for the benefit of countries of South-Asia. Lessons from Nepal, India (Odisha and Bihar) and select countries in sub-Saharan Africa were shared during the session.

The workshop methodology included a series of mini-lectures, short notes and experiences from the field, viewing an LQAS training video, and engaging in a demonstration and exercises.

Impact evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework (WS-14)

Conducted by: *University of Toronto, Canada & Sambodhi Research & Communications, India*
[Sanjeev Sridharan <sanjeevsridharan@msn.com>, Aparna Seth & Arnab Dey]

24 November 2015 (full day)

Dynasty Room

One of the features of developmental programmes is that they typically can have impacts at multiple levels. As an example, a maternal health project can focus both on bringing improvements at the level of facilities and also improve care for women. There has been an interest in studying impacts across multiple levels. This workshop described how multilevel modeling can help assess both effectiveness and equity. One of the strengths of a multilevel approach is that it allows measurement of the impact of contextual effects: how a multilevel framework can be implemented to study the average and distributional impacts of a technical assistance programme on maternal health in India was demonstrated.

The workshop contents included: the basics of multilevel modeling, estimating impacts using multilevel models, when to use multilevel models in your evaluation practice, how to implement models using widely

available software, the importance of considering multilevel structures in understanding programme theory, and how both effectiveness and equity can be explored in a multilevel framework.

Participatory Evaluation (WS-15)

Conducted by: **Robert Chambers** [Institute of Development Studies, University of Sussex <R.Chambers@ids.ac.uk>],
Mallika R Samaranayake [Institute for Participatory Interaction in Development (IPID) <mallikasamare@gmail.com>] &
Sonal Zaveri [Community of Evaluators South Asia sonalzaveri@gmail.com]

24 November 2015 (full day)

Crystal Room

Participatory evaluation has been a topic of interest in the development arena for quite some time. Because of the challenging nature of enlisting participation of all stakeholders, it is considered a basic requirement to understand the conceptual background that drives the process and practice, “That it is not just a matter of using participatory techniques within a conventional monitoring and evaluation setting. It is about radically rethinking who initiates and undertakes the process, and who learns or benefits from the findings.” The Workshop addressed such issues in an interactive manner contributing towards clarity of understanding among the participants in the context of “Inclusive Rigour for Complexity”.

The first part of the Workshop engaged the participants in a comparative analysis of participatory evaluation and conventional evaluation, addressing who and whose questions including whose evaluation is it for whom? Who learns? Who changes?

The second part of the Workshop was a reflection session with application to case examples addressing the empowerment impact of participatory evaluations and related issues such as the challenge of measuring empowerment.

The third part of the sessions was devoted to addressing “participatory numbers and statistics / quantifying the qualitative” focusing on approaches and challenges of quantifying participatory evaluation results. The practical / simulation exercises helped understanding the concepts of rigour – group – visual synergy. It created an opportunity to reflect on strengths and weaknesses and the need for innovative / creative approaches. The strength of “facilitation skills” in contributing to the success of implementing participatory evaluation approaches was highlighted.

Participants were encouraged to build upon their own experience / organizational experience throughout the Workshop sharing with colleagues and learning from them in the interactive sessions.

4.3 Abstracts of Demonstrations

Bayesian Spatial-Propensity Score Matching Evaluation of Spatial Average Treatment Effects (D-3)

Conducted by: **Rolando Gonzales** [Bayesian Institute for Research on Development, La Paz, Bolivia]

24 November 2015 (09 00 – 10 30)

Senate Room

Spillover effects in programme evaluation arise due to externalities, equilibrium effects and social interaction between the target and non-target population of a programme. If the spillover effects are strong enough, the impact of a treatment will go beyond the target population, will blend with the non-target population and will become an overall regional treatment effect, with a spatially-bounded level of influence.

Bayesian Spatial-Propensity Score Matching (**BS-PSM**) is proposed as a new and innovative evaluation method to measure these regional (spatial) treatment effects.

Why this is needed?

A large plethora of methods and software codes (e.g. in Stata) exist for quasi-experimental evaluation at *household or individual level*; nevertheless, methods and computer codes for the evaluation of a treatment at *regional level* are not so readily available for evaluators, as measuring regional (spatial) treatment effects involves combining spatial statistics with quasi-experimental techniques. Thus, there is a need to demonstrate how to use spatial methods when estimating Spatial Average Treatment Effects (SATE) and how this Bayesian spatial approach can complement in an innovative manner the current practice of evaluation analysis.

Who will benefit?

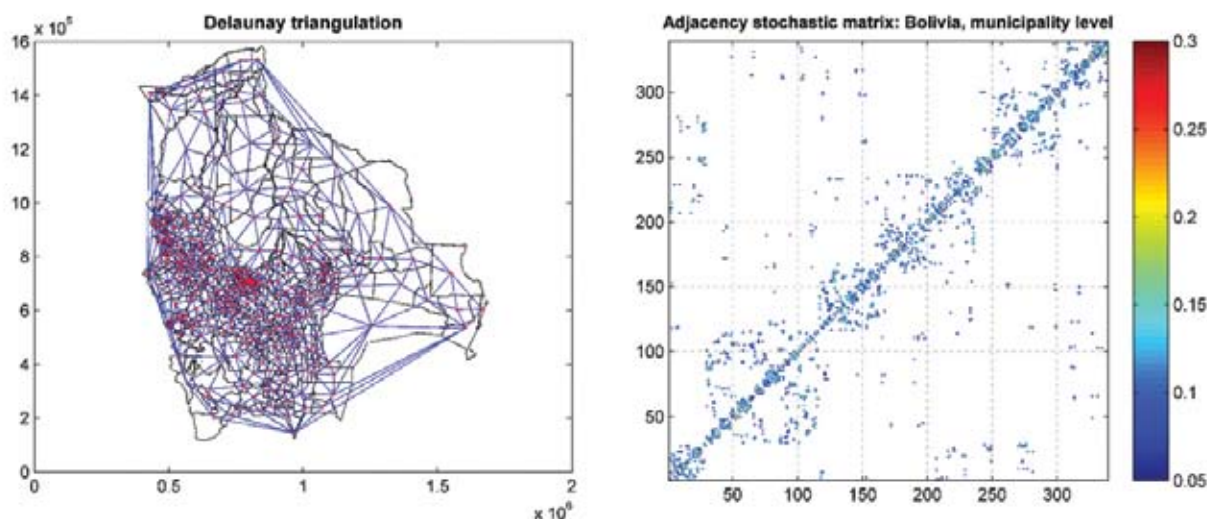
Evaluators that suspect the existence of strong spillover effects and wish to estimate spatially-bounded regional treatment effects. The statistical methods are standard for any evaluator's specialty, and thus BS-PSM has a wide range of applications in many fields of evaluation (health, climate change, education, advocacy, water and sanitation, governance, finance, etc.).

Other pertinent information

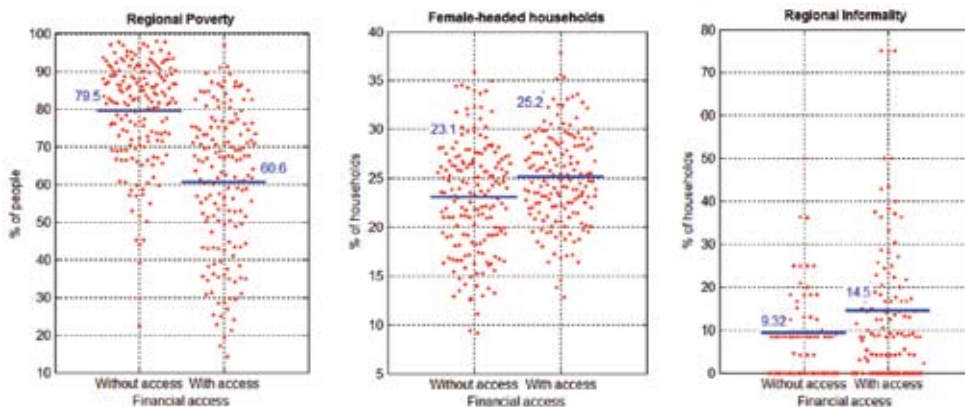
Bayesian Spatial-Propensity Score Matching (BS-PSM) for estimating Spatial Average Treatment Effects (SATE) was developed by Rolando Gonzales in the context of a project of the Partnership for Economic Policy (PEP), with funding from the Department for International Development (DFID) of the United Kingdom (or UK Aid), and the Government of Canada through the International Development Research Center (IDRC).

All the necessary algorithms to perform **BS-PSM** were coded by Rolando Gonzales and run under MATLAB v2014a. The demonstration of BS-PSM included a step-by-step hands-on experience showing the ideas and the procedures needed to estimate Spatial Average Treatment Effects, using as an example the results of a complex evaluation of the regional effects of microfinance in Bolivia. The demonstration included:

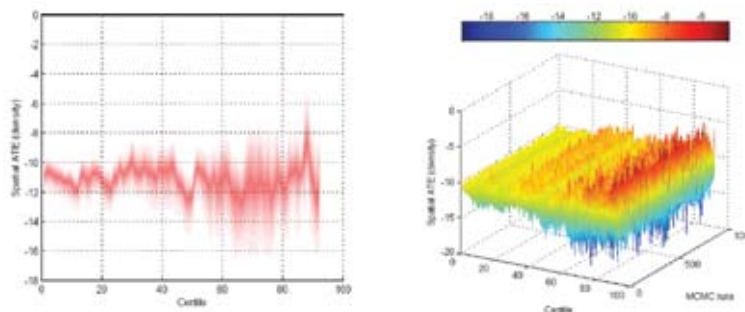
1. The calculation of a (spatial) distance matrix among regions using a Geographical Information System (GIS) shape-file and Delaunay triangulation:



1. The illustration of observed data and average differences between treated and untreated groups of regions using swarm-plots:



2. Density estimation of Spatial Average Treatment Effects. This part of the demonstration will include a discussion of statistical issues as e.g. the convergence of the chains in the sampler of the MCMC (Markov Chain Monte Carlo) runs or the effects of different spatial matching techniques on the SATE.



Using DHIS to make performance measurement data useful (D-1)

Conducted by: *Martha McGuire*

24 November 2015 (13 30 – 15 00)

Senate Room

DHIS - District Health Information Software – is a mature open source software programme that is managed by the University of Oslo and has been in active development over the past 20 years, funded heavily by European donors. It is designed as a fully functional monitoring and evaluation platform, and acts as a data warehouse, a data dictionary that follows international standards for indicator metadata, a robust and flexible reporting engine, and a data collection tool. Its use is growing rapidly, and it has been adopted in 50 countries, and an increasing number of international NGOs including Doctors without Borders. Its strength in this project lies in its functions of indicator definition and data modelling, a data warehouse that can import and store data from a wide range of data sources, and its flexibility in reporting and exporting graphic reports.

The demonstration included an overview of the system, some examples of how it has been used and an online demonstration of its use.



5. Panel Sessions

5.1 Introduction

This Chapter provides summaries of discussions in the Panel Sessions held on 26 and 27 November 2016. These summaries should be read together with the original abstracts of panel presentations found in Annex 5.1.

There were two groups of Panels; the pre-formed Panels (where the Panellists were identified by the Proponent) and the Panels formed by the Secretariat (from abstracts received from individuals and addressing a particular theme). The pre-formed Panels are marked with an asterisk (*).

5.2 Summaries of Panel Discussions

Embedded Monitoring, Learning and Evaluation in Large Scale Interventions: Going Beyond the Conventional (P-1)*

Moderator: Mr Niranjan Saggurti <Niranjan.Saggurti@gatesfoundation.org>

Panellists:

- Dharmendra, Co-founder of Sambodhi, India <dharmendra@sambodhi.co.in>;
- Arup Kumar Das, Demographer, International Institute of Population Sciences <arup.das@ihat.in>;
- Kultar Singh, Sambodhi, India <Kultar@sambodhi.co.in>

Topic Background: The moderator commenced the session by introducing the programme and panellists. The first panellist Mr Singh discussed the conceptual overview of technical evaluation, followed by Mr Dharmendra elaborating on operationalizing the Embedded Monitoring, Learning and Evaluation Framework process, results and learning. Mr Das then discussed the integration of embedded monitoring to facilitate programmatic improvement and advocacy.

Floor Discussion: The last twenty minutes of the session was given to discussions that focused on the theory of change, changes that were made in their own organizations' DNA, the political support received and also about frontline workers' response to the project. The panellists and their organizations believe in changes, and conviction and courage are essential to cope with changes. Participants were informed they possess data sharing platforms and also a government health platform for communication purposes. Separate reporting structures and periodic products were also available for frontline workers.

The second round of questions probed whether the project looked into cost effectiveness, and also queried about institutionalization, and how the government responded to evaluators' requirements, particularly as they were officers of an external party. The Panellists stated that 'experimenting and taking a valid position is not always cost effective'. Moreover, they explained that their programme does not overlap any government programme or intend to do so; rather it aims to assist the government through methods and tools. A sense of understanding prevails, as their goal is similar to that of the government.

Conclusion: The session concluded with the moderator highlighting that government programmes can benefit even from evaluations that adopt non-conventional approaches. Common visions of both institutions help complement and strengthen each other.

The value of synthesised evidence for education effectiveness (P-2)*

Moderator: Beryl Leach, International Initiative for Impact Evaluation (3ie) <b.leach@3ieimpact.org>

Panelists:

- Emmanuel (Manny) Jimenez, Executive Director, 3ie <ejimenez@3ieimpact.org>;
- Radhika Menon, Senior Policy and Advocacy Officer, 3ie <rmenon@3ieimpact.org>;
- Shrochis Karki, Consultant for Education, Early Childhood Development and Labour Portfolio, Oxford Policy Management <Shrochis.Karki@opml.co.uk>.

Topic Background: In his presentation, Dr Jimenez discussed 3ie's education effectiveness review and initiatives to enhance use of systematic review for the decision making process. Discussing Pedagogy, he elaborated that with this intervention, there were fewer dropouts, more students were admitted into schools, and most interventions had an overall positive effect on beneficiaries. Ms Menon presented evidence-gap maps as an important and useful tool for policymakers and development practitioners looking for evidence to formulate policies and programmes, and also for donors to commission such researches. Mr Karki described the question and answer format as a useful instrument for decision makers looking to answer policy questions pertaining to Early Childhood Development.

Floor Discussion: Queries from the floor and discussions revolved around the importance of evaluation of education effectiveness for development, cost of different interventions, means of generating evidence where there is an evidence gap, and the conditions under which systematic reviews are undertaken. The panellists explained education based evaluations enhance understanding on effectiveness of education initiatives, while intervention costs would vary according to locations and contexts. Regarding evidence gaps audience members were informed that a range of varied data and regular and systematic reviews are critical to address such gaps. The latter is also essential for the promotion of evidence based education policies.

Conclusion: The moderator concluded the session by appreciating the presentations and the need for undertaking such evaluations to enable education policies to address future generations' needs. Audience members were also appreciated for their active participation.

Improving Adolescent Lives in South Asia (P-3)*

Moderator: Dr Jyotsna Puri, Deputy Executive Director and Head of Evaluation at 3ie. <jpuri@3ieimpact.org>

Panelists:

- Ms Urvashi Wattal, Catalyst Management Services <urvashi@cms-india.org>;
- Mr Urs Nagel, UNICEF, Kathmandu <unagel@unicef.org>
- Ms Leena Sushant

Topic Background: This panel included researchers and implementers working on the thematic area of adolescence through their organizations, Breakthrough and UNICEF. The presentations focused on measurement and methodologies, the common challenges encountered in implementing and evaluating programmes, and measures to overcome them. The first presentation emphasized that the majority of the Indian population is adolescent, yet lack voice in decision-making due to traditional factors such as social attitudes, gender based violence, and early marriage. Identifying capacity building of both sexes as key to addressing challenges, Ms Wattal, presented findings from formative qualitative research conducted in Haryana, India that focused on understanding gender based traits, differences in access to resources, gender relations and discriminations, through the use of tools such as Body Mapping, Polling Booth and Flower Power - enabling girls and boys to openly express their bodily traits, roles and feelings. The second presentation by Mr Nagel, delivered on UNICEF's 5-year plan focused on improving adolescent lives in Afghanistan, India and Pakistan by mapping the theory of change for reducing child marriage, increasing school enrollment and decreasing adolescent pregnancy. Indicating lack of evidence on adolescent programmes as a challenge to demonstrate impact, the panellist underscored the need to develop an early monitoring system integrating the requirements for impact evaluation.

Floor Discussion: Most queries pertained to (a) use of mixed methods in conducting the research, (b) use of quantitative and qualitative data, and (c) use of research findings. Responding to a query on the Breakthrough research echoing UNICEF research, panellists explained that both researches related to the use of evidence from experiences helped the monitoring system. Regarding the cost of intervention in collecting data, and level of interest displayed by decision-makers, Mr Nagel said that interest in tracking costs is a UNICEF priority, and an important learning dimension. Regarding the process of qualitative data analysis, Ms Wattal stated content analysis was done first, followed by use of software for coding analysis. Responding to a query on how quantitative and qualitative data fall into place, panellists indicated that development of tools from one quantitative finding through joint team efforts, drawing baselines, and considering the same during the second round of finding was useful. Responding to how Breakthrough uses its findings, Ms Sushant clarified their use in providing answers to further questions and analyzing levels of understanding of children. Panellists also explained how the Body Map tool is used.

Conclusion: The moderator highlighted the fact that South Asia's adolescent population, between 10-19 years, amounts to 329 million. And, although this huge population should be actively engaged in decision-making, the reality is different. The need to prioritize this special group and carry out impact evaluations for future advocacy was underscored.

Evaluating programmes in the water, sanitation and hygiene sector (P-4) *

Moderator: Dr Jyotsna Puri, Deputy Executive Director and Head of Evaluation at 3ie. <jpuri@3ieimpact.org>

Panellists:

- Chaitali Chattopadhyay, Senior Officer, Water Supply and Sanitation Collaborative Council (WSSCC), Geneva <Chaitali.Chattopadhyay@wsscc.org>;
- Andrea Cook, Director of Evaluation, UNFPA;
- Hugh Waddington, Development Economist, 3ie <hwaddington@3ieimpact.org>;
- Robert Dreibelis, Assistant Professor, University of Oklahoma;
- Robert Chambers [Institute of Development Studies, University of Sussex <R.Chambers@ids.ac.uk>],

Topic Background: Ms. Chattopadhyay presented a detailed overview of the WASH sector in India, highlighting data WSSCC had collected and the mixed results of India's total sanitation campaign. Operating realities of the WASH sector, challenges to sustain behavior change and the need to look beyond for accountability were underscored. Mr. Waddington highlighted the need to determine where we are and where we should go through impact evaluations, while Dr Chambers, used evidence gap maps to highlight systematic searches focusing on type of outcomes and critical gaps. He also highlighted the possibility of exaggeration of data when it comes to a community being Open Defecation Free (ODF). The presentation underscored that strong incentives are essential for communities to use sanitation facilities instead of open defecation. Mr Dreibelis brought forth a broader dimension to sanitation and possible intermediate outcomes. A conceptual framework towards sanitation related psychosocial stress was also reflected upon.

Floor Discussion: The first question focused on civil society roles, to which the panel responded that community people must be involved, with civil society being embedded in the community. To another query on intermediary outcomes affecting reports and subject, panelists responded reports were exclusive and should also have indicative evidence on subsidies. In response to a query on the length of time required for changing norms, participants were informed that a complex network of ideas was essential for changing norms and trends.

Conclusion: The session concluded with the moderator highlighting evaluation as critical in WASH related programmes. Participants were informed that both target communities and implementers can benefit through effective evaluations.

Conducting Impact Evaluations in Post-disaster and other Humanitarian contexts (P-5) *

Moderator: Dr Jyotsna Puri, Deputy Executive Director and Head of Evaluation at 3ie. <jpuri@3ieimpact.org>

Panellists:

- Alexandra Avdeenko, University of Mannheim, Germany <avdeenko@uni-mannheim.de>;
- Ghulam Muhammad Shah, ICIMOD <shyamkishor@yahoo.com>;
- Juanita Vasquez-Escallon, University of Mannheim, Germany <vasquez-escallon@uni-mannheim.de>

Topic Background: The moderator’s opening remarks highlighted the stark difference that exists between what is required and what is available in regard to quality evaluations in post-disaster situations. The importance of proper planning, coordination and implementation design in such situations to bring about intervention and evidence gap-maps for effective impact evaluation was underscored. The need for considering pre-disaster vulnerability for future contingencies was also emphasized.

Post-disaster impact evaluation is a challenging task due their unpredictable nature was a common ground for panellists. They shared lessons learned through impact evaluations in post-disaster and humanitarian contexts from Hindukush Himalayan Region and Colombia, and a research conducted by University of Manheim. The panellists also emphasized the need for baseline research as a basis for future comparisons in impact evaluation.

Floor Discussion: Most queries posed by participants pertained to work engagement of panelists in post-disaster and humanitarian contexts, and challenges of post-impact evaluation in terms of outcomes. Responding to a query on whether work carried out in Afghanistan and Nepal proved successful, Mr Shah indicated that policy level interventions is challenging in both countries. The panellists identified findings from Afghanistan as open to discussion, with research and findings of the mountain context taken up by other bilateral organizations as an example.

A participant stressed that if impact evaluation was a prerequisite in post-disaster circumstances, peoples’ livelihood needs should be ascertained. In response Ms Avdeenko said that government and NGOs were the responsible authorities for identifying needs, while the research only included control groups in dire need. Panellists also reiterated the importance of impact evaluation to generate change, ensure sound delivery of action, and demonstrate intervention effectiveness. Asked whether prioritization of impact evaluation was based on early warning systems, resilience mechanism and packages to victims, the panellists maintained it was based primarily on findings of community needs and prioritization to community driven development. Channeling of funds, a concern highlighted by participants, was reinforced by reference to Haiti where thousands of dollars invested on the victims were apparently misused. Responding to the contention that impact evaluation is self-defeating due to their expense, Ms Vasquez-Escallon asserted investigations have shown that impact-evaluations were less expensive than assumed, and the process was effective and efficient. Positive outcomes, capacity building, replication, and focus on indirectly affected population were also highlighted.

Conclusion: The session concluded with a general consensus that there is a need to improve the quality of impact evaluations in post-disaster and humanitarian contexts.

How evaluation can help fight climate change in the People’s Republic of China (P-6) *

Moderator: Megan G Kennedy-Chouane, Children’s Investment Fund Foundation (CIFF) <MKennedyChouane@ciff.org>

Panelists:

- Tao Rui, Research Fellow, China National Centre for Science and Technology Evaluation, China <taorui@ncste.org>;
- Lorraine Le Yin, Programme Officer, China Environment Management Programme, China;
- Fan Lijuan, Children’s Investment Fund Foundation (CIFF);
- Kelly Hewitt, Independent Evaluation Office, Asian Development Bank.

Topic Background: The session commenced with a discussion on the low participant turnout, reflecting the limited emphasis given to climate change, even by the evaluation community. The moderator introduced the four panellists, highlighted the current temperature trajectory and its repercussions, and China's role in decelerating climate change through the use of data and evaluation. Ms Rui's presentation focused on evaluation in the Chinese public sector and challenges such as out-dated policies preventing utilization of evaluation reports, and the government's increased participation due to China moving to a more open, performance oriented market. Ms Yin focused on air quality management in China, and challenges such as conceptual nature of solution, lack of accessibility and accountability of data, and fear of being "evaluated". However, the success story of Shenzhen, proving it is possible, was also highlighted. Ms Lijuan discussed the shift to renewable energy and explored challenges in terms of evaluation. Highlighting the need for dissemination of evaluation results to gain valuable insights and knowledge of problems, stress was also laid on tailoring the methods to suit Chinese culture. Ms Hewitt dealt with the 5 Ps - People, Prosperity, Planet, Peace and Prospect – to explore the importance of climate change and the use of evaluation to tackle it. Acknowledging the high cost of solutions, emphasis was laid on the importance of knowledge sharing in order to move ahead.

Floor Discussion: The participants enquired about the specific rigorous measures taken, to which panellists stated climate change evaluation demands a specific target, which is difficult in climate impact assessment. Measures are also difficult to implement due to the need for restructuring of the entire system, i.e., technologies, policies, etc. which is why measures should be applied to impact a bigger cause. The second query pertained to funding of such evaluations, to which participants were informed most ventures were contract based, hence limitation of funds was not an issue. However, at times there was no set budget for evaluation and monitoring and new political reforms could also limit budget. Another query drew attention to challenges pertaining to inconsistency due to constant relocation of personnel, as with Nepal government personnel, to which the panellists noted the Chinese government faces similar problems. The solution is to devise a method to efficiently and effectively pass down the knowledge.

Conclusion: The session concluded with the moderator highlighting the importance of evaluation in addressing climate change. Audience members also provided suggestions for unconventional methods and data collection.

Evaluations that make a difference: What we have learned from around the world (P-8) *

Moderator: Martha McGuire, LogicalOutcomes <martha@logicaloutcomes.net>

Panellists:

- Mallika Samaranyake, President, COE-South Asia <mallikasamare@gmail.com>;
- Serge Eric Yakeu Djiam, Former President, African Evaluation Association <serge.eric01@gmail.com>

Topic Background: Evaluation stories, collected from six regions (Europe, Africa, Australasia, South America/ Caribbean, Asia and North America), as a part of the innovation challenge, were shared as examples of how evaluation can positively impact the lives of programme recipients. The stories illustrated the variety of approaches to evaluation, and also contained the general framework of projects, i.e., high quality evaluation and evaluation by stakeholders leading to improvement to programmes, policies and systems, and ultimately improvement in people's lives. Eight ways of enhancing evaluation impacts were presented - with each linked to an evaluation story. The stories were briefly discussed and lessons learnt and best practices shared.

Floor Discussion: Initial queries from the floor revolved around project methodologies. The panellists explained that a framework and list of criteria for the stories were initially shared, with stories required to be a joint submission by evaluator and beneficiary. A total of 63 stories were collected at regional level, of which the editorial committee selected 8. These were then handed over to expert writers for story development. Regarding a query pertaining to the process of evaluation leading to spirits of enquiry and independence among beneficiaries, one panellists cited the Kenya story (creating a defecation-free village) where a participatory approach in the evaluation process not only led to self-enquiry among beneficiaries but also to active participation in improving the evaluation process. These enabled enhanced learning about the process, instilling a sense of responsibility and independent action.

In response to queries on messages delivered and indicators considered successful, the panellists shared the eight ways of enhancing evaluation impacts that were extracted from stories. Elaborating that evaluation of Small and Medium enterprises (SMEs) in Sri Lanka provoked government action (improvement of roads, provision of special loan schemes, and development of policy for SMEs), impact evaluation of Nepal's radio show through surveys and feedback enabled broadcasters present programmes in local languages. This expanded the reach of the show, and increased local community involvement thereby increasing awareness about prevailing concerns such as early marriage and child labour. Finally, in Papua New Guinea evaluation of a pilot project - setting up of a toll free number and providing rural health-care workers with cell phones (with solar panel chargers) enabling them to communicate with experts during difficult child deliveries - decreased Maternal Mortality Rate. This led to expansion of the project to other areas of the country.

Conclusion: The moderator reiterated a desire to motivate development practitioners to make a difference to evaluation through story sharing, and concluded the session by asking participants to consider factors that can be included in forthcoming evaluations so as to make a positive impact on people's lives.

Spotlight on ECD – Different Perceptions on How to Develop Evaluation Capacities Worldwide (P-11) *

Moderator: Prof. Dr Reinhard Stockman, Director, Centre for Evaluation and Head of the Saarland University's Master's Degree in Evaluation, Germany <r.stockmann@ceval.de>

Panellists:

- Dr Stephanie Krapp, Sociologist, Head of Evaluation, Department for Development Evaluation, Germany <Stefanie.Krapp@deval.org>;
- Urmy Shukla, Senior Capacity Building Manager, CLEAR/J-PAL South Asia, IMFR <shukla@ifmr.ac.in>.

Topic Background: The session commenced with panellists discussing the strengths of monitoring and evaluation (M&E) and project management (PM) capacities, in developing and developed countries, to achieve development outcomes and goals. Ms. Shukla stressed on the value of comprehensive networks with a wide range of partners, including civil servants and government, to increase evaluation capacity and to bring social development change in the evaluation system. Dr Krapp and Prof. Dr Stockman shared experiences of evaluation projects run by their respective organizations. Dr Krapp discussed the contributions of civil society in evaluation projects undertaken by Ministries in Costa Rica. Panellists also shared how individuals and organizations must change their attitude towards evaluation to make it systematic and quality based.

Floor Discussion: In response to a query the panellists elaborated on the learning by doing approach, which everyone must inculcate to achieve better results in the M&E system. Addressing another query regarding

the involvement of local groups in M&E, the panellists explained the need to prioritize local groups and agencies and provide them training and workshops and also integrate them with partner organizations to perform evaluation projects in a systematic manner for achieving optimum results. Panelists reiterated the value of networking for more effective capacity development of stakeholders.

Conclusion: The session concluded with Prof. Dr Stockman sharing more knowledge on how a university approach can contribute to evaluation capacity development.

Does Management Response to Evaluation Enhance the Use of Evaluation? (P-13) *

Moderator: Robert Mclean, IDRC, Canada <rmclean@idrc.ca>

Panelists:

- Gana Pati Ojha, Vice President, COE - South Asia <gpojha@gmail.com>;
- Kezang, Honorary Executive Director, Evaluation Association of Bhutan <s_kezang@yahoo.com>;
- Bhabatosh Nath, CEO, Responsive to Integrated Development Studies <bhabatoshnath@gmail.com>;
- Ramesh Tuladhar, Founder Chairperson, COE – Nepal <r.tula1950@gmail.com>.

Topic Background: With the objective of assessing the status of MRE practice in organizations, a study was conducted in Bangladesh, Bhutan and Nepal by the panellists who aimed to promote the use of MRE as a tool to achieve better results. An MRE Index was developed to monitor the use of evaluation in organizations (government, UN agencies, donor community and NGOs/INGOs), which included 3 major dimensions: Enabling environment, Managerial capacity and Technical parameters. Quantitative and qualitative data were collected through organizational reports and questionnaires respectively. The collected data was analyzed, country wise, and scored on the MRE Index. The panellists presented the results of the study.

Floor Discussion: Majority of questions from the floor were related to: study methodology, data collection process, data authenticity, selection of respondents and their level of understanding of MRE, and weightage accorded to dimensions of the MRE Index developed. As data collection was from 2009-13 the process was described as challenging, and being an outsider trying to acquire data from the government, local organizations, and even UN agencies claiming total transparency, had not made it easier. Regarding data authenticity, the panellists maintained data provided by organizations and in response to questionnaires as factual. As for selecting respondents, the Deputy Directors and M&E experts were identified from government organizations, while M&E officers were contacted from the other organizations. There was a need to explain the MRE concept to some respondents in order to ensure a common level of understanding; some possessed no understanding of MRE while some others translated MRE to be results or recommendations from evaluations.

Moreover, a major concern of participants pertained to MRE Index dimensions, and the equal weightage assigned to all 3 dimensions (Enabling environment, Managerial capacity and Technical parameters). One participant further enquired the logic for assigning the Technical parameters equal weightage, despite being more important than the other two. Acknowledging their shortcomings, panellists clarified the study was the beginning of developing the MRE Index and required further refining. Panellists further admitted missing some indicators whose inclusion could have produced a better, more balanced index. In response to questions regarding the study timeframe and future plans for implementing such studies, the panel stated that the study was completed in a year. They stressed that no studies will be undertaken prior to refining the MRE Index and ensuring budgetary provisions.

Conclusion: The moderator lauded the presentation and expressed the need to use and refine the Index as it would be highly beneficial for other countries to learn the situation of MRE in their respective organizations. The session concluded with the participants requesting further research on the decisions taken and policies implemented by the organizations in which the MRE exercise was conducted, and also on improving the current MRE Index.

Strengthening the Utilization focused evaluation approach using a Communication Strategy: Case Studies from Asia (P-15) *

Moderator: Dr Sonal Zaveri, Independent Consultant and Evaluator <sonalzaveri@gmail.com>

Panellists:

- Vira Riyandari Ramelan, Communications Consultant, Indonesia <vramelan@gmail.com>;
- Barnabas Kindo, Assam, India <b4kindo2001@gmail.com>;
- Jacqueline Chen, Country Director, Operation ASHA, Cambodia <jacqueline.chen@opasha.org>

Topic Background: Ms Ramelan's presentation highlighted the intervention as an action research project in capacity development. For enhancing evaluations, the panellists shared about Utilization Focused Evaluation (UFE), Research Communication (ResCom) and its usefulness and their various steps. Ms Chen explained how the development of an app to reach TB patients in Cambodia has helped pave new ways to reduce health problems. Regarding the application of UFE and Research Communication (ResCom) she stated no evaluation should start unless the primary users have been identified. Finally, Mr Barnabas discussed the use of mobile application and mapping platform to increase accountability in delivery of maternal health services for tea garden workers in Assam (India) - currently aimed at empowering marginalized women of Assam to identify and report cases of health rights violations through legal empowerment, community monitoring and technology.

Floor Discussion: Answering queries on how gaps in government programmes are addressed, the Panellists stated that the project builds close relations with local government health authorities. In response to another query on how M&E is simultaneously undertaken and enhanced through a communication based approach, panellists shared that by building close relations with the community and government, workers are given an opportunity to voice their problems/opinions and also question government accountability. The audience was further informed building strong relations with government, complemented with analysis by stakeholders, play a critical role in effective implementation of a project.

Conclusion: The session concluded with the moderator appreciating the panellists for their experience based presentations. He reiterated that adoption of communication approaches could prove vital in enhancing evaluations.

The role of evaluations in bridging equities: Experiences from South Asia and beyond (P-16) *

Moderator: Sanjeev Sridharan, University of Toronto, Canada <sanjeevsridharan@msn.com>

Panellist:

- Dr Nilangi Sardeshpande, Independent Researcher, India <nilanginaren@gmail.com>

Topic Background: The moderator introduced the session by describing roles which evaluation/evaluative thinking can play in navigating programmes. Presenting Community based Monitoring and Planning of Health Services through a documentary on community reports Dr Sardeshpande highlighted tools used at different places (local levels).

Floor Discussion: The floor opened with a participant stating external evaluators have strong relationship with implementing agencies, and not just commissioners of evaluation. Asserting external evaluators become strong partners for implementers to build their own evaluation capacity, capacity building was identified as an enriching process for both parties.

One participant asked whether ‘measuring or evaluating inequities actually change evaluation results’, and ‘if using standard tools, designed by equity focused organizations help’. Responding to both queries, the panellist noted the framework of equity and inequity as broad. When designing interventions beneficiaries are identified, however, evaluators can remain unaware of those excluded in evaluation processes due to multiple levels of homogenous groups in society. But discussing inequity includes heterogeneity and disaggregation of data.

Another query pertained to what interventions can do to address the larger framework of inequity, as there are limitations on what an intervention is able to do. The panel responded it is the citizens’ understanding of their rights, and it is for them to become better consumers. In response to another query on whether equity is really a political discussion as it engages many sectors, and the politics of resource allocation, the panel identified the need for adaptive dynamic systems to politically recognize equity. There is an assumption to address caste as the basis for equity, but factors such as social determinacy should also be highlighted.

Another participant enquired about evaluation navigation, and the best time to design it - whether one should wait till project completion, which may then lead to a gap between a project being finished and another one beginning; or undertake it mid-term which may not generate adequate information; or if it should be on a day-to-day monitoring, and the sort of tools that should be used. Another participant asked about evaluating the learning – particularly from the donor context and their own limitations

Asked about public hearings, and whether people in real need of such health facilities and for whom programmes are launched, utilize and benefit from them, Dr Sardeshpande responded the poorest of the poor are utilizing public health services to the fullest. Stating research indicates that if people are encouraged, they do speak of their problems in public, the panellist declared that a culture empowering people to speak and make others listen is developing. The final query was to find out as to when one should measure and expect to see changes, to which the panellist stated it could be annual, or every 4-5 months.

Conclusion: The general consensus was: despite the challenges, the results indicate that with intense outreach investing in these interventions is worthwhile.

Collaboration in M&E: An Opportunity to Achieve Better Gender Outcomes (P-17) *

Moderator: Yamini Atmavilas, Bill & Melinda Gates Foundation <Yamini.Atmavilas@gatesfoundation.org>

Panellists:

- Shubh Sharma, Monitoring and Evaluation Team Leader, Dasra <shubh@dasra.org>;
- Kathy Walkling, Co-Founder, EcoFemme <kathy@ecofemme.org>;
- Kalyani Subramanyam, Programme Director, Naz Foundation <kalyani@nazindia.org>

Topic Background: Recognizing the widespread prevalence of gender gaps and inequalities rooted in Indian society, the panel aimed at familiarizing participants with their novel institutional practices of collaborative and gender informed M&Es. The all-women panel represented Dasra and two supporting organizations, Naz Foundation and EcoFemme. Each presentation comprised of an organizational overview, personal M&E insights and success stories of large-scale social change in respective domains. During presentations, Dasra showcased its role in facilitating the growth and capacity building of its partner organizations in programme design and implementation, and the gradual evolution of ‘collaborative evaluation’ within organizations; EcoFemme highlighted its approaches to co-creative partnership, women’s empowerment and environment sustainability to promote healthy and dignified menstrual practices; Naz Foundation, through its ‘Goal Programme’, exhibited the reflective process of evaluation and the possibility of implementing the same programme in different countries or backgrounds through ‘collaboration’.

Floor Discussion: Most queries from the floor were directed towards Dasra and Naz Foundation. Dasra was asked (a) how organizations working with gender neutral issues are engendered, (b) how evaluators capable of conducting gendered M&E are provided to organizations, (c) type of challenges encountered, and (d) whether Dasra conducts self-evaluations, and evaluations of completed evaluations. Participants were informed Dasra had worked with numerous gender-neutral organizations, training them to be sensitive towards women’s issues through non-intrusive approaches. As an intermediary, Dasra brought experts for in-house capacity building through which local evaluators were developed, and planning for achieving gender informed evaluation was identified as a challenge. Participants were further informed that having had a year’s experience, they had not evaluated their own work. However, since multiple organizations were supported, evaluation formed a core tenet of the review process and had become an effective tool of communication in collaborations - commencing from the articulation of their Theory of Change to analysis, reporting and advocacy.

The Naz Foundation panellist was asked: (a) how the evaluative lens and system of inquiry brought about change in their approach and curriculum in dealing with adolescent girls, (b) how the prevalence of its content in different contexts was ensured, and (c) information on the most challenging indicators in the Behaviour, Attitude, Condition, Knowledge and Status (BACKS) framework through which programme effectiveness was measured. The panellist explained that the evaluative lens provided feedback to the curriculum contents, which stimulated necessary amendments. Acknowledging different contexts to which the curriculum was applied, participants were informed that modification and adaptation of the curriculum were not only inevitable, but also encouraged. Finally, behavioural change - the most resisted, was identified as the most challenging BACKS indicator.

Conclusion: The moderator reiterated the key takeaway aspects of the panel session such as importance of collaborative efforts and its role in perpetuating a culture of evaluative thinking. The presentations, taken as a whole, highlighted how a common agenda, mutual reinforcement of activities, shared measurement, and continuous communication amongst all stakeholders contributed to collective impact, improved gender informed programme design and relevant outcomes.

Use of evaluation for decision making and policy influence (P-19) *

Moderator: Julie LaFrance, Senior Programme Specialist, The Think Tank Initiative <jlafrance@idrc.ca>

Panellists:

- Khalida Ghaus, Director of Social Policy Development Centre (SPDC), Pakistan <khalidaghaus@spdc.org.pk>;

- Ajaya Dixit, Executive Director, Institute for Social and Environment Transition (ISET), Nepal <iset@ntc.net.np>;
- Gobinda C Pal, Indian Institute of Dalit Studies (IIDS), India <admin@dalitstudies.org.in>;
- Shreeman Prasad Sharma, Nepal.

Topic Background: The session focused on methodologies to enhance public policy, problems in evaluation and policy making, and measures to balance tensions among parties involved in the process. Dr Pal emphasized that research findings should be strategically brought together prior to bringing out any product. Dr Dixit opined that a plural-centric strategy is preferred over a mono-centric strategy, and decision makers should continue engaging in research. Mr Sharma highlighted the need for evaluations to be based on benchmarks and gaps, while Dr Ghaus pointed out that electronic media, among many others, are appreciated for best results in disseminating evaluations.

Floor Discussions: Discussions commenced with the moderator enquiring on strategies that panellists regarded as critical for evaluation as decision makers. Citing the example of SPDC in Pakistan, Dr Ghaus stated it has been looked at by both parliamentarians and government – without which it could lose its credibility. The panellist further noted the strategy of making use of time in relation to a product is crucial for any research.

Responding to a query that the panellist’s evaluation would never be used if it wasn’t considered credible and was objectionable, Mr Dixit responded that researchers should continue to engage in research, and when the right time comes it should be strategized and used.

In response to a query on how to address the challenge of a few powerful individuals who like to break rules and move away from the policy, Dr Pal emphasised the need for evaluators to compile all research findings and present it strategically. Another query pertained to the prevalence of tensions between planning and finance, and how these should be handled. The participant also requested for information and experience sharing on addressing political challenges. In response Mr Sharma stated that when agencies bring their own opinions, there is strong need to try and screen it as much as possible to avoid conflict.

Conclusion: The moderator, summing up, stated there is a need to reflect on the decisions to which the evaluations are contributing. Participants should also take note that facts and evidence from evaluations are critical for policy advocacy, and that discourses generate ideas, and are therefore essential.

Innovative Experiments for Evaluation Use and Policies (P-21) *

Moderator: Pramod Kumar Anand, NITI Aayog, Government of India <panand1@yahoo.com>

Panellists:

- Sonal Zaveri, Secretary, CoE-SA <sonalzaveri@gmail.com>;
- Gana Pati Ojha, Vice President, CoE-SA <gpojha@gmail.com>;
- Chelladurai Solomon, Treasurer, CoE-SA <apfvicindia@gmail.com>

Topic Background: The panellists shared stories from South Asia that had received accolades from the Innovative Challenge Award of EvalPartners/International Organization for Cooperation in Evaluation (IOCE) in 2014/15, and produced ground-breaking results in promoting the use of evaluation. The experiments included (a) enabling utilization of a context specific engendered evaluation framework/guidelines for highly vulnerable girls in the South Asia context, (b) addressing the status and developing the Management

Response to Evaluation (MRE) Index in Nepal, Bhutan and Bangladesh, and (c) engaging parliamentarians and government bureaucrats to promote an evaluation culture in India, Bangladesh and Nepal.

Floor Discussion: Most queries from the floor were directed towards the MRE study as participants asked concerned panellists to clarify the MRE concept, describe outcomes of the Index and provide insights into action plans that can ensue as a result of MRE Index calculation. Panellists explained that analysis of the 3 dimensions (enabling environment, managerial capacity and technical parameters) and various indicators of the MRE Index scales from 0 to 1 (the higher the score the better) reflect the organization's response to evaluation. MRE Index results enable organizations and governments to further improve response to evaluation by formulating policies and plans, and it is also up to the management to decide on action plans upon receiving recommendations from internal or external evaluators. On the question, of how the girls and their families reacted to evaluation process queries during the study on highly vulnerable girls, panellists indicated engaging field level organizations at grassroots level that were familiar with girls. This made data collection possible, while ethical principles were adopted and safe spaces created for girls to learn and interact. The final question was how to ensure outsourced evaluation is not a waste of resources, as participants had encountered challenges wherein evaluators had submitted substandard work. In response panellists underscored the need to set up a steering committee to analyze evaluation results and reject unacceptable work. A participant added that forming a panel of suitable evaluators, after reviewing their records, and inviting bids only from those in the panel could prove effective when outsourcing evaluation. The fact that in Nepal, major achievements in promoting evaluation policies was led by the Nepal Parliamentarians Forum, and that the Monitoring and Evaluation Bill was forwarded by the National Planning Commission, emerged during the discussion.

Conclusion: The panel concluded that the challenges faced in framing evaluations include, identifying various actors and stakeholders, and their roles, resource limitations, low focus on performance, and policy needs to address concerns expressed in the evaluation guidelines.

Visions for EvalYouth (P-22) *

Moderator: Bianca Montrosse-Moorhead, Co-Chair, EvalYouth < bianca@uconn.edu >

Panellists:

- Khalil Bitar, Co-Founder, Palestine Evaluation Association <khalil.bitar.hoc@gmail.com>;
- Victor Mabika, Secretary General, Zimbabwe Evaluation Association <victormabika@gmail.com>;
- Rosetti Nabbumba Nayong, General Secretary, Uganda Evaluation Association <rnabbumba@gmail.com >;
- Mahamed Rage, M&E Coordinator, City of Cape Town's Violence Prevention, South Africa < profinfuture@yahoo.com >

Topic Background: All speakers from various parts of the world shared their personal experiences regarding the involvement of young and fresh minds in the field of evaluation. Experiences from their respective hometowns, and comparison of experiences formed the basis of discussion in the audience. The background of EvalYouth – what it was, and its importance - were two areas which participants were keen to discover. Participants were informed EvalYouth strives to promote young and emerging evaluators to become technically sound; and it coordinates and maximizes efforts in evaluation through social mobilization of key actors, both young and emerging evaluators, as well as mentors and supporters of the EvalYouth activities.

Floor Discussion: The first question asked when the floor was opened for queries and comments was whether EvalYouth had the same old vision of 15 years ago, and if not, the kind of vision the network

envisaged now. Panellists responded EvalYouth's vision was to include youth from all over the world, and ensure no one is left behind. They said changes would become visible when youth participate in policy discussion and decision-making processes.

Another discussion point pertained to the evaluation system relating to the earthquake that hit Nepal in April 2015. Expressing dismay at the poor handling of allocated funds, which increased the rate of corruption, the participant indicated that if Nepali youth were aware of such evaluation policies a difference could have been made.

When asked what EvalYouth is looking to achieve, panellists unanimously agreed the main objective of EvalYouth was to share resources across borders.

Regarding identification of champions, the panellists asserted that champions are ordinary people who can create positive changes. Champions are those people who influence others and who are passionate about learning and experiencing more in what they do. Ultimately they are the youth – possessing young and enthusiastic minds – who are able and capable of holding the title of champions.

Conclusion: The moderator closed the session by highlighting that youth form the core of all evaluations for realizing positive changes. This is true across the globe.

From Evaluation to Scale-up: Role of Evidence in Expanding Bandhan Konnagar “Targeting the Hardcore Poor” programme in India (P-23) *

Moderator: Urmy Shukla, Senior Capacity Building Manager for CLEAR/JAL South Asia at IMFR <urmy.shukla@ifmr.ac.in>

Panelists:

- Debashish Ray Choudhuri, CEO, Bandhan Konnagar <planning@bandhan.org>;
- Ruchika Singh, Project Manager (Policy), J-PAL South Asia <rsingh@povertyactionlab.org>.

Topic Background: The moderator opened the session with introductions to the programme and panellists. The first panellist, Mr Choudhuri commenced with a presentation on the contextualization and expansion of ‘Targeting the Hardcore Poor’ Model, following its evaluation. The second panellist, Ms Singh underscored the role of J-Pal in presenting evidence and promoting buy-in from policy makers.

Floor Discussion: Floor discussions commenced with a query on importance of strength and value of evidence in convincing stakeholders and funding partners, followed by a statement on how investors keep searching for innovative processes for selling ideas and scaling-up, following the adaptation process. Queries also revolved around the project's value for evaluation purpose, measures adopted for targeting the poor and the percentage of people Below Poverty Line (BPL) in targeted areas. One participant remarked on the change in relationship of J-PAL, from an evaluator to a partner as an interesting feature. Participants also enquired about implications and ownership skills that come into play and enquired about measures of overcoming such changes, as the theory of change can be impacted during scaling up.

Underscoring the project was targeting the poor by trying to increase their consumption and providing stable self-employment in the long run, panellists emphasized evidence as a critical component and stated the team had undertaken more than 650 programmes with a key focus on generalization, cost effectiveness and cost benefit analysis - depending on donor requirement. She further highlighted stakeholders were invited to the fields and programme training area for demonstration of evidence. Regarding queries pertaining to demands for innovative ideas and processes, participants were informed the project tries to

replicate exact processes, as far as possible, of a successful project with monitoring systems ever present for further enhancing monitoring purposes. As for identifying implementing partners, panellists elaborated it is a constant learning process, and Bandhan possessed no traditional manuals.

Addressing the remaining queries, panellists underscored that in case of value of evaluation, the initiative had been a conscious effort for learning that evaluation can be applied in varied geographic contexts. Participants were further clarified that J-PAL, initially an evaluator, had also been working with beneficiaries for some time providing educational support with logistical and economic programmes that led it to be a partner. The percentage of BPL people was denoted as approximately 25 per cent. Finally, the panellists shared their strong belief in the theory of change, and maintained efforts were made to overcome changes by ensuring the core of a project remained the same.

Conclusion: The session concluded with the moderator highlighting the role of evaluation in generating information for convincing donors, government, and implementing partners.

Impact Evaluations in Varying Situations: Techniques and Challenges (P-25) *

Moderator: Yogesh Suri, Adviser, Development Policy Division, NITI Aayog, Government of India (Gol) <yogesh.suri@gov.in>

Panelists:

- Rashmi Agrawal, Director, National Institute for Labour Economics Research and Development, Gol <rashmi.agrawal56@gmail.com>;
- Shagun Shabrawal, CLEAR/J-PAL South Asia, IMFR <ssabarwal@3ieimpact.org>;
- Rituu B Nanda, Institute of Social Studies Trust <rituubnanda@feministevaluation.org>

Topic Background: Dr Yogesh Suri's presentation focused on earlier Gol policies and recent changes – such as on skill up-gradation and Direct Benefit Transfer - for which universal monitoring and evaluation was proposed to measure their effectiveness. Dr Agrawal, explored challenges encountered during monitoring and evaluation (M&E), highlighting existing Qualitative and Quantitative methods to meet those challenges. Ms Sabrawal highlighted evaluations, policy outreach and capacity building as the three pillars of J-PAL. Finally, Ms Nanda underscored her experiences in working with different community stakeholders, especially women and female adolescents. Focus was laid on projects and programmes undertaken by organizations in rural communities, leading to unfavorable outcomes.

Floor Discussion: The first four questions posed by participants revolved around the efficiency of Non-Governmental Organizations (NGOs) and their method in implementing projects by using the bottom-up approach; whether such an approach was rhetorical or not; and also the debate on whether the top-down or bottom-up approach was more effective. Dr Suri responded that efficiency of I/NGOs depended entirely on their ability to carry out the project cycle. In response to a query on cultural norms affecting the projects being evaluated, Ms Sabrawal cited her field experiences and stated the focus should be on needs assessment of the people for whom the project/programme is being implemented. Focus was laid on tracking behavioral changes and participatory approaches to recruit people. Dr Agrawal further elaborated behavioral changes hold the key, as community and its people are dynamic, not static. Furthermore, she stated that when the people's psychology was understood, it will be easier for external parties to work with, and support them. Responding to another query on evaluation, Ms Sabrawal pointed out that evaluations, programme evaluations and impact evaluations are subsets that contain one another. She also said the components of programme evaluation are Needs Assessment, Theory of Change, Process Evaluation, Impact Evaluation and Cost Effectiveness Analysis.

Conclusion: The session concluded with the moderator underscoring the challenges to impact evaluations and their effectiveness in the development sector. Audience members were also requested to interact with panelists if they felt any of their queries remained unanswered.

Engaging Parliamentarians in Evaluation (P-27) *

Moderator: Nancy McPherson (Rockefeller Foundation, USA)

Panellists: A total of nine panellists, Parliamentarians from 9 different countries, representing regions such as South Asia, North Africa, Central Africa and Southeast Asia (Pakistan, Morocco, Tunisia, Gabon, Pakistan, Bangladesh, Nepal, Cambodia and Afghanistan).

Topic Background: This panel was set up to bring perspectives of Parliamentarians, from across the globe, on national evaluation policies and systems. Parliamentarians shared their country experiences on the need for evaluation of policies and progress to date, while also highlighting challenges encountered. The Pakistan Parliamentarian stressed on the coming together of human resources from all spheres of work, irrespective of the political affiliations, as critical to the efficacy of evaluation policy. Nepal's Minister of Culture, Tourism and Civil Aviation shared evidence that prioritized Monitoring and Evaluation policies in national frameworks. The Afghanistan Parliamentarian underscored the need for evaluation policies for accountability, transparency and improvement of performance of public sectors, while Morocco's Parliamentarian equated evaluation concerns to culture. Asserting the oldest established evaluation policy existed in Morocco, and remains applicable to every sector of development, she emphasized the principal responsibility of Parliamentarians is to include evaluation at policy level practices. The Cambodian Parliamentarian stressed the role of evaluation in policy formation and implementation, while Gabon's experiences accented the need of policy evaluation for good governance, transparency, efficient use of resources and insurance of democracy. Bangladesh also shared its on-going policy changes for development programmes. Finally, the Tunisian Parliamentarian stated that while they possessed no such experience, the need of evaluation for transparency, credibility and achievement of results was evident.

Floor Discussion: An instrumental query posed to all panelists was on the key components of systems required to push the evaluation agenda. The Morocco Parliamentarian responded the drive towards progress should be citizen-centric and not politics-centric, and every individual responsible should actively play a part in the evaluation process. Pakistan's Parliamentarian focused her response on challenges arising from political affiliations and highlighted the main concern was on learning from evaluation results. The Gabon Parliamentarian accented the use of evaluation should be a part of governmental activities, rather than a development tool. The final response was from Morocco's Parliamentarian who stated evaluation was a process with indefinable results. It could only be reinforced through sharing of good practices, nationally and globally.

Conclusion: The session concluded with the moderator highlighting that evaluation is, undoubtedly, an effective process to ensure government policies are in check with evidences based on practice. Within this, Parliamentarians play a critical role in promoting and promulgating evaluation policies, which will facilitate state sponsorship of evaluations. Participants were also informed that various committees have been formed in some countries that have promoted the evaluation policy for practice of good governance, and these remain central to the policies framed.

Collaborative Approach to Capacity Development on Evaluation in Nepal (P-28) *

Moderator: Suresh Man Shrestha, Member Secretary, National Planning Commission (NPC), Government of Nepal

Panellists:

- Teertha Raj Dhakal, Joint Secretary and Chief M&E Division of NPC, Government of Nepal <teerthadhakal@yahoo.com>
- Lazima Onta-Bhatta, Chair of UN M&E Group and Assistant Country Director, UNDP Nepal <lazima.ontabhatta@undp.org>;
- Hon'ble Ananda Prasad Pokharel, Member of Legislative Parliament, Minister for Culture, Tourism and Civil Aviation, Government of Nepal, & Chair of National Parliamentary Forum on Development Policy Evaluation of Nepal <anandapokharel@yahoo.com>.

Topic Background: The session commenced with the moderator presenting a short video introducing the role of NPC in the field of monitoring and evaluation (M&E), wherein the process had gradually transformed from process monitoring to results based monitoring. Dr Dhakal, highlighted NPC's focus on building a framework for capacity development. Reference was also made to a 2016-2020 action plan focusing on tracking Sustainable Development Goals. Dr Onta-Bhatta, gave a short description of NPC achievements and importance of M&E, and finally Hon'ble Pokharel, shared the importance of capacity building and institutionalization of evaluation, and stressed the lack of an Evaluation Act in the country. Reference was also made to the newly drafted Constitution that introduced rules to support M&E under article 287.

Floor Discussion: Participants raised queries on the following issues: does the Parliament work with the Supreme Court; application of the guidelines that were presented to bilateral and multi-lateral programmes; and the incorporation of Gender and Social Inclusion (GESI) concerns within the guidelines, as it is the GoN's priority concern. Response from the panellists indicated that M&E training was provided to the Parliamentarians and judges. Regarding GESI issues, participants were requested to refer to NPC's website, and urge for audits to be undertaken. Panellists also requested evaluators to help with redesigning frameworks.

Another query was about the advantages of past work undertaken around the world on capacity building, and whether any evaluation programme on the post-earthquake assessments had been undertaken. A participant also underscored the lack of evidence-based evaluation in Nepal and NPC's plan to engage the UN and other agencies to improve this process. Regarding the recent earthquake, participants were informed that a Post-disaster Needs Assessment had been undertaken which would serve as the baseline; however, no evaluation had been undertaken. Addressing other queries, the panellists shared that NPC was working to involve sector Ministers and had begun by addressing needs that call for immediate action; areas of interest have already been identified and many policies are to be tested. Participants were also apprised that policies made and effectively applied in other parts of the world, may not always be directly applicable in Nepal; however evaluation and interface were always welcome.

Regarding the theory of change, the panellists noted that the concept is new and is gradually developing in the country. Highlighting the need for quality improvement, participants were informed that NPC wanted agencies to help in the design and analysis of data.

Conclusion: The session concluded with the moderator highlighting the importance being given by NPC to evaluation with the aim of ensuring greater effectiveness in programmes, and also its efforts to collaborate with other evaluation-based agencies.

Better understanding and measuring resilience –ensuring coherence across scales, contexts and audiences to support robust lesson-learning for policy and practice (P-29) *

Moderator: Robbie Gregorowski, Associate Director, Itad Ltd. UK <Robbie.Gregorowski@itad.com>

Panellists:

- Dave Wilson, Consultant, ITAD Ltd. <Dave.Wilson@itad.com >;
- Madan Pariyar, M&E Director, IDE Nepal <mpariyar@idenepal.org>;
- Swapnil Shekhar, Co-founder, Sambodhi Research & Communications Pvt. Ltd <swapnil@sambodhi.co.in >;
- Ram Chandra Khanal, Vice Chairperson, COE – Nepal <khanalrc@gmail.com >.

Topic Background: The panel introduced the concept of resilience and provided clarification on its measurement. Four presentations outlined the frameworks developed on Resilience Measurement (RM), challenges faced, lessons learnt and possibilities of incorporating RM as a critical component of M&E process. ITAD presented the BRACED programme wherein they developed a framework (dimensions, criteria and indicators) for RM to climate shocks and ‘pathways’ to strengthen resilience of a system. IDE shared the adaptation of the BRACED framework at project level in Nepal and indicators incorporated for its application at local levels. *Sambodhi* shared insights on their project, which used rural electrification as a measure to strengthen resilience of some villages in India. Finally, COE-Nepal highlighted the RM framework and its implementation in a project involving local community forestry user groups in Nepal.

Floor Discussion: Core questions posed to panellists revolved around effectiveness of indicators, achievement of targets in relation to RM and sustainability of resilience projects. Panellists shared that since studies were either in pilot phase or very recent, effectiveness of indicators and achievements of RM targets could not yet be validated due to inadequacy of data. ITAD was already working on developing a system to integrate quarterly and annual reporting systems, and *Sambodhi* had invested in creating feedback groups. IDE added they used indicators proven effective in earlier projects. Overall, panellists expressed confidence in achieving targets as indicators used were carefully worked out.

ITAD asserted that project-tied budgets and variation in climate change shocks made it challenging to integrate project sustainability into the RM analytical framework. Additional queries pertained to tendency to focus on RM of individuals than of a system, and whether lessons learnt from resilience strengthening projects were used to address recent Nepal earthquakes affected areas and GDP. IDE responded that a number of influencing factors made RM of a system highly challenging, thus focus was laid more at Individual level. Further, IDE project focused on resilience from climate-induced disasters, and not extreme shocks like earthquakes. *Sambodhi* also stated that for developing GDP related RM frameworks (Index measuring economic, social and environmental capital) Bhutan’s Gross National Happiness indices were consulted as it was closest to their requirement.

Conclusion: The session concluded with the moderator reiterating RM as a novel concept in the field of M&E, and expressing the need for involvement of evaluation experts to refine its concept and frameworks. Finally, interested participants were requested to register themselves to receive news of developments in RM.

Opportunities and Challenges of Peace-building Evaluation: Experiences from South Asia (P-30) *

Moderator: Shiva K Dhungana, Search for Common Ground, Kathmandu, Nepal <sdhungana@sfcg.org>

Panellist:

- Rajendra Mulmi, Country Director, Search for Common Ground, Nepal <rmulmi@sfcg.org>.

Topic Background: Introductions to the Peace-building Evaluation commenced with a depiction it was in a toddler state, though considered to be an emerging field. The presentation revolved around its dynamic context, impact of interventions, evaluation development projects, and differences between evaluation and peace-building evaluations. Similarities in challenges and opportunities in the South Asian context were also discussed.

Floor Discussion: Delegates from Nicaragua, Sri Lanka, Bangladesh and Nepal actively contributed by sharing ideas and experiences related to Peace-building Evaluation in their respective countries. They were keen to understand the public policies related to peace-building evaluation in other countries. The Panellist explained that learning and accountability are simultaneous processes; learning experiences can be put forward as more formalized policies by converting learning into recommendations to the government.

Referring to the Sri Lanka context, the Sri Lankan delegate indicated a major challenge in peace-building evaluations is identifying indicators. The panellist stated that innovative programmes, consideration of small details, preparation of frameworks, evaluating and launching of programmes, and combining efforts of donors for a better outcome - is what it takes to accomplish peace-building evaluation programmes.

Responding to the query whether there are any regional fora in South Asia on peace-building evaluation, the panellist mentioned South Asian Regional Fora such as Action Asia and IPRA, and some web portals. The Nepali participant stressed that governments should have proper policies pertaining to peace-building evaluation.

Conclusion: The moderator closed the session by stating though there was a general consensus among participants for evaluation programmes to be conducted at micro-levels, aid from donors was debatable.

Policy Evaluations: Methodology and Use (P-31)

Moderator: Sanjeev Sridharan, University of Ottawa, Canada <sanjeevsridharan@msn.com>

Panel Presentations:

- *Integrating Gender into the Canadian Federal Government Evaluation Function.* **Jane Whynot**, University of Ottawa, Canada <jwhyn021@uottawa.ca>
- *Evaluation of gender equality policies: Exploring and rethinking quality criteria.* **Jane María Bustelo** <mbustelo@ucm.es> & **Julia Espinosa** <jespinosafajardo@yahoo.es>, University of Madrid, Spain
- *Evaluation Impact on Decision Makers: Beyond the Lens.* **Shanthi Periasamy**, Malaysian Evaluation Society, Malaysia shanthi@ewrf.org.my
- *Measuring the impact of entertainment education intervention on behaviour change: Lessons from the Field.* **Sona Sharma**, Population Foundation of India <sona@populationfoundation.in>

Topic Background: The session focused on the use of baseline studies for rapid assessment in evaluation, how the theory of change can create better results, and the use of entertainment programmes to call women to stand up for their rights. The four panel presentations discussed gender and evaluation as an emerging field; inter-sectionality as the biggest current debate; factors affecting evaluation characteristics and their individual and collective influences; and entertainment education and how it can be used for realizing change in knowledge.

Floor Discussion: The discussions and queries commenced with the moderator requesting a clarification on how quality criteria can be used when reality and theory are different. Panellist's response was that one should look at the context and the inspiring criteria therefrom. Another query pertained to the determination of results based on 'use vs. influence', and how prioritization is undertaken. Panellists shared that use and influence both occur during the process of evaluation, and add to necessary changes.

Participants also queried about the type of changed behaviour expected at community level through entertainment programmes. The relevant panellist stated numerous social norms have changed, and cited increase in family planning contraceptives and child marriage decline as some pertinent norms. The final query sought the panellists' insights on the evaluation of influence and their response was that influence is evaluated through accountability.

Conclusion: The session concluded with the moderator highlighting that gender inequality is systemic and structural, and women's empowerment and true participation is fundamental in evaluations. Moreover, national evaluation policy should be 'reset' from time to time, with evaluations being used for social betterment.

Impact Evaluation in Different Contexts: Choosing Methodologies that Matter (P-32)

Moderator: Brian Diener, NHQ - Research and Evaluation, Citizenship and Immigration Canada < Brian.Diener@cic.gc.ca >

Panel Presentations:

- *Gender sensitive and politically relevant real-world impact evaluations: Lessons from 3ie impact evaluations.* **Shagun Sabarwal** <ssabarwal@3ieimpact.org> & **Jyotsna Puri** <jpuri@3ieimpact.org>, International Initiative for Impact Evaluation
- *Mixing methods for strengthening impact evaluations.* **Shagun Sabarwal** <ssabarwal@3ieimpact.org> & **Heather Lanthorn** <hlanthorn@3ieimpact.org> International Initiative for Impact Evaluation
- *Evaluating the Impact of New-born Interventions at Scale using National Data Systems- Lessons for the Sustainable Development Goals Era.* **Ly Nguyen** <lnguyen@ciff.org>, Children's Investment Fund Foundation, United Kingdom
- *Saving children's lives from severe acute malnutrition - Findings and lessons from UNICEF's Evaluation of Community Management of Acute Malnutrition.* **Krishna Belbase** <kbelbase@unicef.org>, UNICEF, New York, USA

Topic Background: Panellists focused on mixed methods for evaluation, and their improvement. Discussions also revolved around ensuring good qualitative and quantitative planning. Discussing acute malnutrition and humanitarian crisis, Mr Belbase shared the opinion that impact evaluation tools may differ from country to country. Ms Lanthorn expressed that deepened understanding and increased reliability are essential for minding the gaps. Finally, Dr. Puri opined impact evaluations are not being undertaken in low-income countries, and evidence-based policy makers are lacking in such countries.

Floor Discussion: The floor discussion commenced with a Kenyan participant wanting to know how UNICEF planned to continue its work hand-in-hand with the national government when health function has been removed from the national government policy. Panellists responded generally and asserted that government led programmes are good, as UNICEF does it collectively at both policy and federal levels. When asked how it is possible for evaluators to handle demand from policy makers, the panellists noted good planning based on evidence is essential for realizing changes.

Another critical concern raised was non-mention of ‘participation’ during the presentations. Participants queried on its essence, and whether ‘participation’ had any role in the presentations. Panellists explained that the word ‘engage’ was being used, instead of ‘participation’, throughout the presentations. It was further reiterated that participation/engagement is critically important throughout an impact evaluation process.

Conclusions: While closing the session the moderator highlighted that key lessons learnt during the session as: value of planning with sufficient lead time, use of mixed methods, need for flexibility, impact and rigor being relative terms depending on the context, transparency of methods as essential, commitments not to be a binding constraint, and the prevalence of a large gap in high quality evidence.

The How and Why of Equity and Gender focused evaluations (P-33)

Moderator: Aniruddha Brahmachari, OXFAM, India <Aniruddha@oxfamindia.org>

Panel Presentations:

- *Feminist Approach to Collaborative Evaluation: Innovation for relevance and constructivist learning.* **Ratna M Sudarshan** <ratna.sudarshan@gmail.com> [National University for Educational Planning and Administration, India] & **Shubh Sharma** <shubh@dasra.org> [Dasra, Mumbai, India]
- *Integrate Equity and Gender in Evaluation of Education.* **Erica Mattellone** <emattellone@unicef.org> [UNICEF, Cambodia], **Sabine Becker-Thierry** <becker.sabine@gmail.com> [Independent Evaluator] & **Fabrice Henard** <fhenard@learningavenue.fr> [Independent Evaluator]
- *Feminist evaluation – the why and how of it.* **Anuradha Rajan** <tvanur@gmail.com> [Institution Builders, Mumbai, India]

Topic Background: The panel discussion revolved around Feminist Evaluations, a fairly new approach to M&Es. Using a series of case studies and best practices, the presenters painted a picture of how employing a feminist lens to evaluative designs can bring out significant insights to gender transformative micro and macro-level changes. The main objective was to respond to key questions pertaining to the meaning of adoption of a feminist lens, its starting point and deployment in evaluations. The first presentation highlighted pertinent aspects of gender informed evaluations, how they seek to break power asymmetry between evaluators and project participants, through processes of collective deliberation offering space and time for reflection, and analysis of what has changed and why. The second presentation established linkages between collaboration and feminist evaluations, how collaborations help keep “evaluator bias” in check, and the importance of feminist lenses in sensitizing partners towards gender, especially in women stakeholder programmes. The third presentation showcased integration of gender and equity considerations in the evaluation of UNICEF’s community pre-school modality in Cambodia. This was a qualitative assessment in terms of promoting access to early learning programmes and development outcomes.

Floor Discussion: Following interactive presentations, queries pertaining to differences between Gender Transformative Approach (GTA) and Feminist Evaluation (FE), and the occurrence of prejudicial ‘backlashes’ and their mitigation were directed to panellists of both Dasra and Darshana Collective. While Dasra indicated

limited differences between the two, with their inter-changeability depending upon stakeholders, Darshana Collective identified GTA as an analytical tool within the broad spectrum of FE, which is very conscious of power relations and dimensions. Regarding ‘backlashes’, Dasra identified gender informed Theory of Change for minimizing their occurrence; Darshana Collective indicated ‘backlashes’ often occur when communities and power structures are threatened. The value of understanding resistance, resilience and gravity of the issue at large were thus highlighted.

In regard to the UNICEF panellist’s statement about prevalence of equal opportunity for girls and boys in community pre-schools, participants enquired whether (a) the data was cross-analyzed with private schools where the numbers would probably differ, and (b) gender lens was applied to determine if preschools perpetuated gender stereotypes through their curriculum. In response the panellist indicated that while the curriculum was gender balanced, private schools as a variable had not been addressed. Acknowledging the shortcoming, the panellist assured further evaluation on this aspect.

Conclusion: The moderator declared the session as very successful in highlighting the importance of equity and gender equality considerations in evaluations. Stating the panel brought attention to the need for unpacking gender equality and equity to more familiar notions for stakeholders in order to address vulnerabilities during evaluation, the moderator urged the use of ‘gender integration continuum’ and the necessity of ‘gender aware’ M&Es.

Adolescents: Guides, Methods and Experiences in Evaluation (P-34)

Moderator: Krishna Belbase, UNICEF HQ, New York <kbelbase@unicef.org>

Panel Presentations:

- *Conditional Cash Transfers as a means of Enhancing Girl’s Education: An Analysis from Evaluation Survey in North India.* **Priya Nanda** <pnanda@icrw.org>, **Nitin Datta** <ndatta@icrw.org> & **Priya Das** <pdas@icrw.org> [International Centre for Research on Women, Regional Office, Delhi, India]
- *Transformation from Collective to an Individual: Re-looking Monitoring and Evaluation through the Feminist Lens.* **Madhu Jagdeeshan** <madhu.jagdeeshan@tiss.edu> & **Meena Gopal** [Tata Institute of Social Sciences, India]
- *A Guide for Evaluating Adolescent Girls Programmes: Using a Gender and Equity Lens.* **Sonal D Zaveri** <sonalzaveri@gmail.com> [Independent Consultant, Mumbai, India]
- *Equity Focused Development and Globalization: Insights from an Evaluation Study of Child Labour in Glass Industry in India.* **K N Bhatt** <knbhatt1@rediffmail.com> [G B Pant Social Science Institute, Allahabad, India]

Topic Background: The first presentation introduced a project by the Haryana government, India that addressed the low status of women and early marriage with monetary rewards at two different points - a cash award within 15 days of delivering a daughter, and a saving bond in the name of the girl, redeemable when the girl turns 18 years, having remained unmarried. The second presentation introduced a 3-year project focused on the impact of early child marriage. The project outlined studies on developing participatory outcomes to map change on questions of choice and consent. The third presentation highlighted the child labour monitoring programme in the bangle industry of India and factors leading to their increasing numbers.

Floor Discussion: Queries following the first presentation revolved around: (a) reasons for equating daughters with wealth, (b) the project’s means of dealing with consent and lack of interest, (c) information level of the non-beneficiary, (d) motivational factors among beneficiaries, and (e) average age of marriage

observed in the community and average age of girls upon passing Grade 8. The panellist responded that the project was named, 'Our daughter, Our Wealth', as daughters in India are considered a drain on parents' resources. Participants were further apprised the non-beneficiaries possessed no knowledge; the project had a beneficiary-focused group with 94% tracking. Additionally, findings indicated the average age for passing Grade 8 was 13-15 years, with many dropping out to get married.

Queries on the second presentation focused on challenges faced and how they were overcome. Presenter responded that their organization had been working for over two decades on education, and focus group discussions, interviews and conversations had proven useful for addressing challenges – particularly in the case of Muslim and Dalit target groups. The panellist also stated that accessibility to a girl's mother was always easier than to her father.

As for the final presentation the participants were keen to know how the project originated and what it is leading to. Other queries were regarding: the child labourers' response and opinions, role of government in eradicating the practice and providing skills, whether the panellist had reached out to the media to share information on the change in children's lives, and results of the investment. The panellist responded that ILO funded the project, and they had conducted surveys. The panellist stated that he held various conversations with the child labourers and the majority had indicated a desire to attend school, and also that work with media had been undertaken. Regarding the impact of the programme, gradual changes were taking place, and ILO was supposed to work with the government to further address the children's needs.

Conclusion: The moderator concluded the session by highlighting that different evaluation methods can prove effective while working with adolescents. The need for clear understanding of target groups, their needs and challenges was reiterated.

Evidence in Policy and Practice: Challenges and Lessons Learned (P-35)

Moderator: Robert McLean, IDRC, Canada <rmclean@idrc.ca>

Panel Presentations:

- *Fostering a culture of effective M&E systems through data quality audit: a South Asia perspective.* **Raju Tamang** <rajutamang2601@gmail.com> [International Planned Parenthood Foundation, Delhi, India]
- *Scaling science: Towards a systemic approach to expanding social action, scientific research, and their consequences.* **John Gargani** <john@gcoinc.com> [2016 President, American Evaluation Association, USA] & **Robert McLean** <rmclean@idrc.ca> [International Development Research Centre, Canada]
- *Sustainable Development Return on Investment (SDRoI): Measuring the investment effectiveness of projects towards lasting development outcomes.* **Pragyan Bharati** <pragyan.bharati@footprintnetwork.org>, **Mathis Wackernagel** <mathis.wackernagel@footprintnetwork.org> & **Laurel Hanscom** [Global Footprint Network, Switzerland & USA]
- *Using the Core Humanitarian Standard to evaluate humanitarian programme quality: one agency's experience.* **Vivien Margaret Walden** <vwalden@oxfam.org.uk> & **Peta Sandison** <Psandison1@oxfam.org.uk> [Oxfam, GB, England]
- *Capitalization of lessons learned from the survival yards for disabled people in Burkina Faso, Ghana and Niger.* **Serge Eric Yakeu Djiam** <serge.eric01@gmail.com> [African Evaluation Association (AfrEA), Yaounde – Cameroon]

Topic Background: The panel comprised of professionals, sharing their experience of pilot projects and long-standing practices. The first presentation showcased the need to focus on collecting good quality data that is fit for use, and highlighted how management information systems (MIS) change according to donors, and pressure for meeting targets can cause inconsistent compilation and falsification of data. The second presentation touched on features of scientific research such as research, design and development (RD&D), and the importance of aligning risks, growth and certainty of impact. The third explained the use of the Sustainable Development Return on Investment (SDRoI) tool to measure investment effectiveness, while the Oxfam presentation shared a list of 13 'core standard' indicators for improving management and assessment of humanitarian responses. The final presentation illustrated the "Survival Yards Intervention" for disabled poverty-stricken people, and how its evaluation for impact, viability, replication and inclusiveness is performed.

Floor Discussion: The floor discussion commenced with a query on steps to correct inflation of data. Mr Tamang emphasized the need for overcoming the cultural tendency of imprecision through rigorous capacity building exercises. In response to queries on addressing adaptability in scaling, ways of overcoming challenges of initial resources availability, and linkage of social programmes to private sector models, Dr Gargani and Mr McLean responded initial conceptualization of RD&D must include these ideas as adaptability varies according to the project. The extent of intervention and how the feedback is entered into the scaling process must also be taken into account. As for resource management, assumptions need to be reviewed at different stages. Participants were also informed M&E of development interventions do not look at business models for programme evaluation, and the private sector is not the only model used for scaling.

Asked about their efforts at making their process participatory, and whether HDI was an appropriate evaluation indicator, Ms Bharati clarified social art tools were used in information flow, and given their pilot nature, alternative indicators were being investigated.

Responding to queries about the need for a standard matrix, and investigation into effects on psychological alienation, Dr Walden highlighted the need for evaluations to be more objective, and reiterated the value of feedback of quality audit into programme evaluation. Psychological impacts, however, had not been addressed. Finally, responding to a query on evaluation feedback, Mr Yakeu Djiam highlighted gains made by people in revenue, and the use of interventions by Municipality level politicians in their campaigns. Such gains were leading organizations such as GIZ and FAO to consider scaling them.

Conclusion: The moderator concluded the session by highlighting that participants had received an exposure to numerous micro-level pilot projects, clarification on scaling opportunities and contextual refinement of projects through M&Es.

Participative Methodologies for Evaluation: Grassroots to multi-state Projects (P-36)

Moderator: Robert McLean, IDRC, Canada <rmclean@idrc.ca>

Panel Presentations:

- *Measuring Corruption in Public Services: Challenges and Lessons Learnt.* **Alok Srivastava** <alok@cmsindia.org> [CMS Social, Centre for Media Studies, Delhi, India]
- *Monitoring of local public services by women-led grassroots agencies: case study on the processes of women's political empowerment at grassroots level in Bangladesh.* **Abu Said Md. JUEL MIAH** <juel.miah@actionaid.org> [ActionAid Bangladesh, Dhaka, Bangladesh]

- *Improving maternal health in six states of India: Evaluation of a maternal health improvement programme in India.* **Aniruddha Brahmachari** <Aniruddha@oxfamindia.org>, **Ritesh Laddha** <Ritesh@oxfamindia.org> & **Shailesh Acharya** <Shailesh@oxfamindia.org> [Oxfam India, Delhi, India]
- *Application of Appreciative Inquiry Approach for Mid-Term Evaluation of Grassroots Capacity Building for REDD+ Project.* **Ram Chandra Lamichhane** <rupakote.rc@gmail.com> & **Bishnu Hari Paudel** [Evaluation Specialists]

Topic Background: Evaluators from different South Asian countries covered subjects varying from corruption to climate change. The first presentation focused on the study of corruption in public services, and the participatory methodologies used for information collection. The second presentation revolved around a case study on women's political empowerment at grassroots level through the three dimensions of choice: resources, agency and achievements. The third was an evaluation of maternal health improvement programme using mixed methods, and the challenges and lesson learned. The last presentation was a success story on the use of cascade models and appreciative inquiry for grassroots stakeholders' active contribution to REDD+ and local socio-economy.

Floor Discussion: To start with the participants sought clarification on the difference between experts and evaluators, transitive and extortive corruption, and the sampling of perceptions and experiences. Mr Srivastava explained that while experts limited their evaluation to perceptions, number of trainings In transitive corruption there are mutual benefits, while extortive refers to compulsion. He further maintained samples and extra households are taken to address perceptions and experiences, respectively.

Asked on how elite capture in social audits can be prevented, and whether they used strategy journals, Mr Juel Miah responded grassroots women as more agnostic of social hierarchies, and journals had proved useful. Regarding a query on process monitoring used in their programme and Oxfam's intervention timeline, Mr. Acharya clarified the use of the village health register for monitoring purposes; the intervention was spread across 2012-2015 (baseline to end line).

Likewise, on being asked about (a) shortcomings of appreciative inquiries, (b) how they account for other similar interventions, (c) effectiveness of the cascade system, and (d) means of measuring quality of service, Mr Lamichhane responded the ability of the person/body to ask questions in an affirmative way as challenging. Stating controlled groups are used to avoid duplication, the panellist elaborated that cascade models help create an evaluation system to measure quality by the the impact these have had in the operation plan of user groups.

Conclusion: The moderator highlighted the unique features of this session: the variety of issues covered and the highly participatory crowd. Participants were reinforced that a sharing of purpose between evaluators and stakeholders creates ownership over programmes, while space for reflection reveals shortcomings and ultimately delivers desired outcomes through capacity building.

Evaluation Capacity Development: Learning from successes and challenges (P-37)

Moderator: Brian Diener, NHQ - Research and Evaluation, Citizenship and Immigration Canada < Brian.Diener@cic.gc.ca>

Panel Presentations:

- *Building the Capacity for Evaluation: Phases, Tensions, and Tipping Points in the U.S. Context.* **Bianca Montrosse-Moorhead** <bianca@uconn.edu>, **Kristen Juskievicz** <kristen.juskiewicz@uconn.edu>, **Laura Kern** <laurakern@hotmail.com> & **Dani Yomtov** <dani.yomtov@uconn.edu> [University of Connecticut, United States of America]
- *A Critical Ethnography of Impact Evaluation in Development Practice: A Case Study in Pakistan.* **Muhammad Rahimuddin** <mrahims@gmail.com> [DAI, Pakistan]
- *Developing Resilience-Based Evaluation Framework through a Responsive and Constructive approach for Forests and Forest Ecosystems in Nepal,* **Ram Chandra Khanal** <khanalrc@gmail.com> [Independent Consultant]
- *Capturing the Outcomes: Lessons from Implementation of Outcome Mapping as a Monitoring and Planning tool.* **Prakash Kafle** <Prakash.Kafle@care.org> [CARE Nepal, Kathmandu, Nepal]
- *Evaluation - a Tool for Bettering Human Lives.* **I.C Awasthi** <icawasthi@gmail.com> [Giri Institute of Development Studies, Lucknow, India]

Topic Background: Speaking on capacity building and its influence on an individual's day-to-day life, the first panellist described the current state of building evaluation capacity in academic institutions in USA, and its ties to the historical conceptions of evaluation. The second panellist focused on the gap between policies and practices, elaborating that key factors to evaluations such as research objectives and methodologies should be critically defined prior to evaluation. The next panellist highlighted evaluation experiences in the forestry sector, and capacity enhancement therein. The final presentation discussed lessons learnt from outcome mapping, challenges encountered and mitigating factors.

Floor Discussions: The participants' first enquiry was 'instead of looking at internal evaluation models only, shouldn't we be critical enough to include external evaluators and look at other models'? In response the Pakistan panellist stated that they utilized the services of external evaluators also, as the internal evaluation team was usually lean and there was a need to look into value for money. He said in Pakistan one finds very small teams managing grant dispersal programmes, along with a unit of third party private consultancy firms, which introduced new dynamics. He elaborated that while having internal staff built into the programme such as in OXFAM is a good idea - value for money must be taken into account; externals are more expensive than internal staff.

Another concern shared was 'it is considered not a good idea to do impact evaluation immediately, but receiving data is difficult otherwise'. Participants queried: in collecting information for evaluation purposes, whether there is also a need to look into other issues such as who should collect and analyze the data, the different levels of treatment at community levels, clarity on who should be accountable for actions undertaken - national agencies or stakeholders, and means of receiving focused data in the presence of disparity at community levels. Responding to the concerns, Ms Montrosse-Moorhead stated that when new programmes are launched outcomes are uncertain, as one cannot be certain whether the chosen mechanism is appropriate. Understanding how the mechanism works is most important. Mr Khanal underscored the usefulness of the responsive evaluation approach, and the need for framing the questions prior to evaluation. Mr Kafle stressed that mapping shows the proper direction to an evaluation, and questionnaires should therefore be carefully chosen. Other models of evaluation should also be considered to determine

what is best suited for a particular type of evaluation. Agreeing with earlier panellists, Dr Awasthi asserted that collection of data is critical. If something important is missed out, the entire outcome and evaluation can be distorted and the results will lack veracity.

Conclusion: The moderator concluded by highlighting the need for an evaluation policy at the national level. Stating that at the operational level individuals or consultancy firms are accountable for developing indicators, the mapping and need for flexibility at local levels was also emphasized.

Using Measurement to Address Inequities in Access, Use and Quality of HealthCare: Experiences from Bill and Melinda Gates Foundation (BMGF) work in India (P-38) *

Moderator: Ms. Yamini Atmavilas, Senior Programme Officer, Measurement Learning and Evaluation at the Bill and Melinda Gates Foundation <Yamini.Atmavilas@gatesfoundation.org>

Panellists:

- Indrajit Chaudhari, Director, Monitoring, Learning and Evaluation (MLE) for Bihar Technical Support Programme, CARE India <ichaudhuri@careindia.org>;
- Dharmendra Chandurkar, Co-founder and Chief Knowledge Officer, Sambodhi Research & Communications Pvt. Ltd. <dharmendra@sambodhi.co.in>;
- Sanjeev Sridharan, University of Toronto, Canada <sanjeevsridharan@msn.com>

Topic Background: Mr. Chaudhari presented a CARE India initiative aimed at reducing certain health indicators (maternal and neonatal deaths, malnutrition and total fertility rate) by improving implementation design and equity of health services. He emphasized that a higher level of effort is required to reach socially and economically vulnerable sections in Integrated Family Health Initiative (IFHI) districts, compared to non-IFHI districts. Mr Chandurkar said his organization was doing something similar, but on a larger scale. He elaborated that the external evaluator's role is to focus on pushing equity to the forefront of every implementation and applying equity thinking to every intervention, ensuring equity does not get lost. Dr Sridharan, invited by the moderator as a discussant, raised thought provoking questions on points presented by earlier panelists.

Floor Discussions: Initially, the panelists responded to queries raised by Dr Sridharan. In response to the need for diverse forms of data and the involvement of policy makers, panelists stressed that data is crucial and has to be taken within a short span of time – and this can be challenging. In this context the need to work closely with government was underscored. In response to a query pertaining to confusion between outcome and output, panelists explained that outcome is intimately related to output. Panelists also underscored the need to focus on heterogeneity as a method to combat inequity.

Conclusion: The session concluded with the moderator highlighting the importance of addressing inequities in evaluations. This critical aspect can impact access, utilization and control of resources by the neediest.

6. Side Events and the Closure of the Global Evaluation Week

6.1 Side Events

During the week, several side events were held by partners attending the Conclave.

(a) **Book Launch: Second Edition of the Annual UN Women Publication on Gender and Evaluation 2014**

23 November 2015: 17 30 – 19 00 h (Durbar Room)

UN Women Multi Country Office for India, Bhutan, Maldives and Sri Lanka

UN Women is the UN Entity for Gender Equality and the Empowerment of Women created to accelerate progress on gender equality and the realization of women's rights. UN Women is a dynamic and strong champion for women and girls, providing them with a powerful voice at the global, regional and local levels. UN Women's Multi Country Office (MCO), based in New Delhi, India covers four countries of the region, namely Bhutan, India, Maldives, and Sri Lanka. In South Asia, UN Women specifically focuses on: *Strengthening women's economic security and rights; Ending violence against women; and Promoting women's political leadership in democratic governance and peace building.*

UN Women places a strong emphasis on Planning, Monitoring and Evaluation to enhance the quality of its programmes and to demonstrate its impact on the ground. UN Women establishes and maintains a system for developing Management Responses to Evaluations and their tracking, and to make Evaluation Reports available to the public to strengthen accountability. Under the UN Women Evaluation Strategy 2014, UN Women MCO promotes accountability and knowledge sharing on Gender Responsive Monitoring and Evaluation.

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.

In this context, UN Women published its First Edition of the Annual UN Women Publication on Gender and Evaluation in 2013 based on research papers submitted by the practitioners/evaluators in South Asia. The objective of this publication was to bring together lessons and perspectives of various development practitioners and researchers who are grappling with the challenge of evaluating women's empowerment and gender equality. The publication is intended for evaluators, policy makers, development practitioners and students who are interested in gender responsive evaluations.

The second edition of this publication, *Making Women Counts* supports gender and evaluation practitioners to gain greater insights of their research topics through interaction with the broader evaluation community, gain productively from the peer review process, and richly contributes to the fast-growing field of gender responsive evaluations. The publication brought together papers on gender responsive and equity-focused evaluations covering the most important priorities for the UN Women Multi-Country Office (MCO) in India - Child Sex Ratio, Advocacy and Campaigns, Gender Responsive Governance and Safer Public Spaces.

The book was introduced and released by Mr Marco Segone, Director, UN Women Independent Evaluation Office. Five well-known researchers/evaluators supported by UN Women's India MCO, Anuradha Rajan (DASRA), Shaonli Chakraborty (Catalyst Group of Institutions), Pradeep Narayanan (Praxis, Institute for Participatory Practices), Ranjani K Murthy (Independent Consultant), and Madhuparna Das Joshi [The Centre for Development and Population Activities (CEDPA India)], who contributed to the publication, presented their perspectives during the session.

Further information on the book may be had from Madhulika Singh, UN Women at <madhulika.singh@unwomen.org>.

(b) WASH and the Missing Evidence: Generating Evidence for Equitable Development

24 November 2015: 17 30 – 20 30 h (Regency Room)

An evening reception hosted by the Water Supply and Sanitation Collaborative Council (WSSCC)

Safe, clean, accessible and affordable drinking water, sanitation and hygiene (WASH) are essential to the realisation of all human rights and for human dignity. WASH is likely to have a very broad range of impacts, including better health, improved education, poverty reduction and women's empowerment. Although there has been considerable investment in sanitation and hygiene related interventions over the past two decades, there is still a scarcity of high quality evidence in this area. More importantly, what evidence is generated and for whom remains an important question, especially within a resource constraint scenario. For instance, the Evidence Gap Map developed by the International Initiative for Impact Evaluation (3ie) demonstrates how the existing evidence in WASH mostly cover diarrhoeal health outcomes and is fairly weak on other WASH impacts.

In order to make meaningful contribution towards the evaluation and evidence building quest for the WASH and the non-WASH sector as well as to help inform the post-2015 strategy and programming, the Water Supply and Sanitation Collaborative Council (WSSCC) has entered into a partnership with 3ie to support a Thematic Window for Sanitation and Hygiene ([link](#)). The Thematic Window aims generate evidence that can contribute towards filling the knowledge gaps in the sector. It is currently supporting a set of impact evaluations and systematic reviews, a study for evaluating advocacy approaches in development, as well as the Medium- Term Review of WSSCC's current MTSP.

WSSCC organised an evening reception to share more information on the Thematic Window for Sanitation and Hygiene supported by WSSCC and 3ie and in particular how this work aims to improve the accountability and programmatic effectiveness in the Post MDG period.

Ms Chaitali Chattopadhyay (WSSCC) made a presentation on *WASH and the Missing Evidence: Generating Evidence for Equitable Development*. This was followed by a panel discussion comprised of Mr Marco Segone (UNICEF), Dr Jyotsna Puri (3ie) and Ms Archana Laxmikant Patkar (WSSCC). The event was closed with a reception.

- (c) **Book Launch: Evaluation in the Extreme. Research, Impact and Politics in Violently Divided Societies.** *Kenneth Bush and Colleen Duggan, (Eds) Published by SAGE Books India and IDRC Books, September 2015*

26 November 2015: 17 30 – 19 00 h (Durbar Room)

International Development Research Centre, Canada (IDRC)

Mr Robert McLean provided a brief overview on the book, edited by Kenneth Bush and Colleen Duggan. Unfortunately, Ms Duggan was unable to be present due to other commitments, and Mr McLean read a message from Ms Duggan.

The book is the result of a collaborative initiative between IDRC and the International Conflict Research Institute (INCORE) of the University of Ulster, Northern Ireland. In the recent times there has been an increase in funding of research and evaluation on violently divided societies. Although there has been widespread funding for conflict research, there has been much less attention to ethical, operational and political aspects.

There are many players involved in this work, but their work is independent. IDRC has tried to bring them together for a meaningful dialogue involving all parties. The work resulted in development of a shared language and a sense of common project, strengthened through a series of conversations stimulated by a collective peer-review process whereby authors wrestled with theoretical, practical and terminological points of contention.

Ideas generated through this project have formed the basis for the development of a summer school course for mid-level professionals on evaluation in conflict zones, offered by the University of York, UK.

Dr Sonal Zaveri, a contributor to the book from the Community of Evaluators South Asia provided her own perspectives on the development of ideas, and indicated that although research has focussed on militarised forms of violence, there has been much less attention to other forms of violence that are rampant in non-militarised societies. The affected groups may be categorised as *violently divided*. Dr Zaveri elaborated on the understanding of violence and empowerment of those affected, and touched upon the rights-based approaches to recognise vulnerabilities. She also explained the use of vulnerability lens in evaluations using number of examples.

- (d) **The status of national evaluation policies worldwide**

26 November 2015: 17 00 – 19 00 h (Regency Room)

Barbara Rosenstein, Founding Member & current Chairperson of IAPE

The presentation was based on research of Ms Barbara Rosenstein and Dr Katerina Stolyarenko and consisted of three parts; an overview of the movement encouraging National Evaluation Policies; the updated second edition of *Mapping the Status of National Evaluation Policies*, and excerpts from the four case studies focusing on gender responsiveness and equity.

The research was proposed by Parliamentarians Forum on Development Evaluation, a collective of parliamentarians committed to the development of evaluations in South Asian Region countries. The goal of the Forum is to advance enabling environments for nationally owned, transparent, systematic and standard development evaluation process in line with National Evaluation Policy at country level. The Forum, along with EvalPartners and IOCE commissioned Ms Rosenstein to conduct a *Mapping of the Status of National*

Evaluation Policies in August 2013 and Katerina Stolyarenko to research and write *Six Cases Studies of National Evaluation Policies*. The report and the case studies appeared in December, 2013. The first *Mapping the Status of NEP Report* and *Six Case Studies* were presented at conferences worldwide and much valuable feedback was received. Although there was a great deal of information in the first reports, it was clear that still more information was needed and an update was commissioned in November 2014 and completed by Dr Rosenstein in February, 2015 *Mapping of the Status of NEP, 2nd edition*. Furthermore, the four cases studies (Australia, Nepal, Philippines and Sweden) of the interface between NEP and gender responsiveness and equity focus was commissioned and conducted by Ms. Stolyarenko. These reports attempt to fill the gaps and add additional insights to the first reports. It is hoped that this panel will contribute to the wealth of discourse, activities and developments in this International Year of Evaluation, 2015.

Ms Rosenstein presented the rationale behind the mapping of National Evaluation Policies, the mapping itself, and the four cases studies (Australia, Nepal, Philippines and Sweden) of gender responsive and equity-focused National Evaluation Policies. She examined the kinds of evaluation policies and practices that are in operation in over 60 countries worldwide. The research provided valuable links to policies and legislation and answers the key questions: Which countries have National Evaluation Policies? Who administers evaluation policies? In what sectors and disciplines are evaluations conducted? Who are the agencies responsible for such evaluation? And how has gender responsiveness and equity been integrated into evaluation policies and practice?

(e) Networking Meeting of Community of Evaluators South Asia

26 November 2015: 20 00 – 22 00 h (Greenwich Village Resort, Kapundole, Kathmandu)

The Board of the Community of Evaluators South Asia organised a networking meeting of its Members. Nearly 35 members participated. This was an opportunity for the members to meet and share experiences.

The Members also discussed the development of a strategy for CoE SA for the coming years. A lively discussion on a number of areas of work followed. The following key areas were identified:

- Formalising matters relating to the Membership including informing the Members of their current situation with regard to fees;
- Website management;
- Taking stock of the financial situation arising from the hand-over of Secretariat functions by Vrutti;
- Developing a five-year plan; and
- Fund-raising.

The Board will take these matters further.

6.2 Closure of the Global Evaluation Week

The closing session of the Global Evaluation Week was held at 15 50 h on 27 November 2015 at the Regal Hall, Yak & Yeti Hotel. The session was co-chaired by Mr Colin Kirk, Co-Chair, EvalPartners and Ms Mallika R Samaranayake - President, CoE SA. The Guest of Honour was Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal. The agenda of the session is at Annex 6.1.

Opening remarks were made by the Session co-chairs.

6.2.1 Remarks by Mrs Mallika R Samaranayake (President, CoE SA)



Mrs Mallika Samaranayake expressed her happiness and deep gratitude to be engaged in this closing ceremony, culminating a very successful Global Evaluation Week. She traced the planning events that started about a year and half ago for this meeting. It has been a long and arduous journey, but everyone should feel satisfied that the event had been a major success.

Mrs Samaranayake however cautioned the audience that this would not be the end of the responsibilities; indeed it is the beginning of a long journey to achieve the important SDGs. All nations have a responsibility towards achieving the SDGs. To this end, the collaborative effort of EvalPartners and Community of Evaluators South Asia will help.

Of particular importance is the presence of Members of Parliament from a number of countries. MPs are a key stakeholder to mainstream evaluations in public programmes. The commitment shown by the Members of Parliament during the week augurs well towards achieving the SDGs. Initially, there was National Parliamentarians' Forum; then the South Asian Parliamentarians' Forum was established; this week the Global Parliamentarians' Forum was established at the Legislature-Parliament of Nepal. This is a significant contribution from the politicians towards recognition of evidence-based decision-making.

Mrs Samaranayake made a special tribute to the Rt. Hon. Prime Minister for his support for the events. He was always supportive of the event, and indeed visited the event twice during the week. Such commitment is rare, and noteworthy for the future success of the programmes. It is also a reflection of the support received from the Government of Nepal. She recalled the instances when she had to obtain guidance from the Government side – it came forthright, and Mrs Samaranayake was extremely thankful to Hon. Pokharel for his continued assistance.

The SDGs and the Global Evaluation Agenda makes a demand on the evaluation capacities to support work towards achieving SDGs. This was partly met by the Skills Development Workshops and Panel sessions conducted by the Community of Evaluators South Asia over the four days. The workshops and Panels with eminent persons would have helped in enabling capacity of evaluators.

Furthermore, the Global Event was also a forum for stakeholders to get together. Many networks have been formed, and some professional links have been created. These will have to be sustained. The collaboration with EvalPartners will be strengthened, and she congratulated the new co-chairs, Dr Kirk and Mr Moussa.

The SDGs have important indicators. Equity and gender sensitivity are two key areas. Nepal should be congratulated in that it has a Lady President and a Lady Speaker – already equity has been recognised, and some headway has been made.

In concluding her remarks, Mrs Samaranayake asked the audience to join hands to make the voices of the most vulnerable in the society to be heard by the decision-makers and other stakeholders. She wished a very successful journey ahead.

6.2.2 Remarks by Dr Colin Kirk (Co-Chair, EvalPartners)



Dr Kirk opened his remarks with a reference to the extraordinary week that has been completed. When the EvalPartners was launched, there was no idea of the developments that have been achieved by the time this meeting was held. It has been an extraordinary journey; the EvalTorch, having touched down in many countries has finally reached Kathmandu. The EvalTorch represents illumination – illumination for evaluation.

Evaluations often deal with learning, accountability and transparency – these are all about illuminating the world, or throwing light on making changes, particularly for the vulnerable people.

Dr Kirk also mentioned the extraordinary people who are attending the event. In particular he singled out the Young Evaluators for their enthusiasm and dedication, and wished them every success in their future.

The presence of so many Members of Parliament was also extraordinary. Normally, there is always a protocol when dealing with MPs. However, they have engaged with others very freely, and have richly contributed to the discussions. An event of note was the launch of the Global Parliamentarians' Forum.

Although this is the end of the week, Dr Kirk viewed it as a start of a long and fruitful journey focussed on evaluation and evaluators.

He concluded his remarks by referring to the words of Dr Robert Chambers, *putting the last first*. He hoped that the evaluation community will remember these wise words – it is not about evaluation but about the changes for better for the underprivileged in the world.

6.2.3 Keynote Address: Mr Ziad Moussa, President, IOCE & Co-Chair, EvalPartners

Looking Forward. . . linking to the Global Evaluation Agenda 2016-2020

Mr Moussa, referring to the Global Evaluation Agenda 2016-2020 expressed hope that the evaluation community will stand up to the challenges posed by the Agenda. There is much to be done at national, regional and at global level. The many challenges include the geopolitical changes that are occurring very rapidly throughout the world. The evaluators have to be mindful of these changes, and have to adapt to the changes. There is also the challenge posed by metadata.



In order to meet the challenges, it is necessary to adopt a structured agenda for the work ahead. In the last year, there have been over 80 events relating to EvalTorch in various parts of the world – these have brought awareness amongst the people on the value of evaluations.

The Global Evaluation Agenda is being fine-tuned. One major consideration is that evaluations will be the responsibility of national governments. In this context it is necessary to develop the national capacity – which is one main challenge. Workshops and conferences will also help towards developing the capacity.

The evaluation community will have to shoulder much of the responsibility towards achieving the objectives of the Agenda. Evaluators will have to shoulder one another – not vertically but laterally so that the efforts will be strengthened. In this context, every attempt should be made to facilitate convergence of evaluation cultures from different parts of the world. This would involve both government sector as well as evaluation community. The evaluators will also have to be mindful to integrate and embed the cross-cutting areas such as equity, gender equality, social justice, innovations, human rights, and principles of partnerships in the evaluations.

In conclusion, Mr Moussa hoped that the key pillar of the Agenda, namely developing the evaluation capacity of both individuals and institutions will be the focus in the coming year. He pledged support towards this by including both north and south in the capacity development programmes of EvalPartners.

Ziad Moussa is a Senior Research Associate at the Environment and Sustainable Development Unit of the American University of Beirut and an internationally acknowledged evaluation practitioner.

Over the past 15 years, he has managed complex multi-country evaluations across the Global South in well over 40 countries and with almost every major donor on the circuit.

After serving as chairperson of the MENA Evaluators Network (EvalMENA) between 2009 and 2013, he was elected President of the International Organization on Cooperation in Evaluation – IOCE in two of the most crucial years in the life of the evaluation profession: EvalYear’2015 which has been declared by the UN General Assembly as International Year of Evaluation, and which will be followed in 2016 by the launch of the Global Evaluation Agenda 2016-2020.

6.2.4 Remarks by Dr Som Lal Subedi, Chief Secretary, Government of Nepal

Dr Subedi congratulated the organisers for a very successful meeting; he was also very happy to learn that a large number of people had participated in the event, which is a way of supporting Nepal in this difficult time.



Dr Subedi has experience in evaluation in the demand side. He has been involved in creating enabling environment and commissioning evaluations. He was therefore well aware of the importance of evaluations. It not only gives an indication of success, but also gives guidance on correcting short-comings.

He recalled his experiences of evaluations in his official capacity. Evaluation is the means of finding about what really happened and how people responded to the efforts made by development agencies including government and other sectors. Evaluations will allow results to be distinguished from success to failure. The role of evaluators is to help decision-makers to reward success based on evidence. He expressed his belief that evaluation is an effective tool for correcting failure, learning lessons and increase accountability.

Many government departments were not geared for evaluations in the past. However, is has now been institutionalised. The Government of Nepal will enact the necessary laws to internalise the M&E processes in it. He was of the view that mandatory M&E is unlikely to succeed in the long-run. The M&E culture will have to be inculcated in the officialdom, and with time it should become a routine but important task – and M&E findings should help the officials with their day-to-day work. Dr Subedi stressed the importance of capacity development as a prime factor.

Dr Subedi also declared that an M&E Act will be prepared within the framework of the Constitution. Guidelines with then be formulated, and these will assist the Government of Nepal to assess SDGs. Already the cabinet has agreed in principle. The M&E Act will be applicable to all stakeholders and will use participatory processes to make it realistic to every one of them. After enacting the Law, it will be internalised to strengthen evaluation at sub-national level.

In this regard, Dr Subedi congratulated on the formulation of the Global Evaluation Agenda. This will be useful at the national level, and he requested his colleagues in the National Planning Commission to include the Global Evaluation Agenda in the government plans. Likewise, the EvalGender+, EvalYouth+, EvalIndigenous are also equally important areas that have been launched at the Parliament. Government of Nepal fully supports such innovative inclusive strategies.

He pledged to support of the Government of Nepal on implementing the Global Evaluation Agenda. Towards this, there is a critical need to enhance the capacity of both individuals and institutions, and he requested the support of all present to help the Government of Nepal in this endeavour.

Dr Subedi holds a doctorate in Fiscal Decentralization and Municipal Taxation in Nepal. He has more than 30 years' experience in Nepalese Civil Service, holding various positions ranging from a frontline development office to the apex administration office. Before holding the position of the Chief Secretary, he was the Secretary to different ministries including the Member Secretary of the National Planning Commission. He has rich experiences in fiscal decentralisation, local self-governance, planning/programming and budgeting, development cooperation and revenue administration. As a professional, Dr Subedi also took initiatives to establish and strengthen the local bodies and formulation for grant transfers to Local Bodies in Nepal. Dr Subedi has commissioned several evaluations. He has about 100 articles and deliberations on governance, decentralization fiscal federalism and other development issues. He is also credited with five books.

6.2.5 Remarks by Hon. Ananda Prasad Pokharel Minister for Culture, Tourism and Civil Aviation, Government of Nepal

At the outset, Hon Pokharel expressed his deep appreciation and gratitude for holding such a successful event in Kathmandu, in spite of the difficulties encountered during the run-up to the event. The week was historical – there have been a number of important initiatives launched, including the Global Parliamentarians' Forum.



The Hon. Minister brought to the notice of the audience that the entire Government system in Nepal was behind the Global Evaluation Week. The presence of the Rt. Hon. Prime Minister twice during the week was a testimony to this commitment and dedication. In this context, he pledged the full support of the Government of Nepal towards achieving SDGs.

The Hon. Minister concluded his remarks by once again thanking profusely all who made it possible to hold the event in Kathmandu, and to the participants for coming to Kathmandu.

6.2.6 Vote of Thanks Dr Gana Pati Ojha, Chairperson, Community of Evaluators, Nepal

In his opening remarks, Dr Ojha recalled the meeting held in Chiang Mai (Thailand) in 2013 where the initial planning for this meeting was discussed. Since then, there have been events in 84 countries culminating with the Global Evaluation Week in Kathmandu. This is considerable progress.



Having attended many of the sessions, Dr Ojha felt that he had gained knowledge, and his attitudes on evaluation have changed. He felt that this would be the case with many, given the rich programme during the last five days. The need for bottoms up approach was heard many times, and this approach would challenge many evaluators. The new thinking is very essential if the SDGs are to be achieved. Additionally, the evaluations will be country-led, and this again calls for enhanced national capacity. To a degree, the Conclave has provided some of the key capacity development initiatives. It was also clear that national initiatives should be given priority, followed by regional and global initiatives.

The unstinted support and assistance of many are to be recognised:

- The current and the previous Speakers of the Legislature-Parliament, for their unwavering support to hold the Parliament event;
- Rt. Hon'ble Prime Minister, who visited the event twice, for demonstrating the commitment of the Government of Nepal;
- Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation without whose support this event would not have materialised;

6. Side Events and the Closure of the Global Evaluation Week

- Hon. Sherdhan Rai, Minister of Communications and Information Technology, for his support during his tenure as the Chairperson of the Good Governance Committee, and for his continued support thereafter;
- The former and the current Vice Chairs of the National Planning Commission (NPC), who have supported the event throughout;
- Dr Teertha Raj Dhakal, Joint Secretary, and Chief of M&E, NPC for attending to many logistical issues and for the intellectual inputs;
- All the Keynote speakers, Panellists and Facilitators of Workshops for providing rich and fulsome materials for capacity development initiatives;
- Donors and Partners, without whose support the event would not have been possible;
- The Working Group of CoE SA, the Reviewers, Social Media for their continuous support and for timely inputs facilitating the event;
- U-Turn Marketing Ltd., the Event Manager for a giving us a splendid event;
- The Volunteers, for their tireless service with a smile;
- Yak & Yeti Hotel for providing all the assistance in spite of the difficulties in Nepal;
- The EvalPartner Management Group for their collaboration;
- The Governing Board of CoE SA and CoE Nepal for their guidance and timely support;
- South-Asia Institute of Advanced Studies (SIAS), Kathmandu and Dr. Hari Dhungana, Senior Research Fellow for support towards financial management in Nepal;
- Asela Kalugampitiya, Thishan Lakmal, Manjula Dissanayake and Ranjith Mahindapala for Secretariat support.



7. Evaluation of the Conclave¹

7.1 Introduction

As part of the management of the Conclave, the CoE SA Board decided to undertake an overall evaluation of the Conclave. Prescribed evaluation formats were distributed to the participants during the Skills Development Workshops and at the end of the closing session of the Conclave. Participants provided their feedback, comments and suggestions. This report exemplifies the quantitative analysis (by rates) of feedback by workshop topics, keynotes, panels and on administration of the Conclave as a whole.

The evaluation covered the following activities.

- Skills Development Workshops (SDWs) (15);
- Keynote presentations in the plenary (9);
- Panel Sessions (30)

7.2 Methodology

The skills development workshops, keynote sessions and panel sessions were evaluated from the individual responses received via an Evaluation Form, distributed at the end of each session. This form is provided in Annex 7.1.

In addition, an overall evaluation of the Conclave was carried out after closing session on 27 November. The Evaluation Form used for this purpose is at Annex 7.2. A total of 58 responses were received.

The Evaluation Forms were designed to provide the participants' overall impression on the Conclave, as well as to allow participants to give their opinions on Workshops/ Sessions and Facilitation.

7.3 Results

7.3.1 Feedback on the Workshops

Given the importance of SDWs to the Conclave, detailed assessments of responses were carried out. Table 7.1 gives the list of 15 SDWs conducted during 23 and 24 November.

Overall, the participants were pleased with the SDWs. There was a variation in the number of attendees to workshops, which was reflected in the variation in the number of survey respondents from five (in W- 10) to

¹ The Community of Evaluators- South Asia acknowledges with thanks, the kind support provided for the evaluation of the Conclave by Responsive to Integrated Development Services (RIDS), Dhaka, Bangladesh under the guidance of its Executive Director, Mr Bhabatosh Nath.

40 (in W- 15). Of the 221 respondents of the Workshop Surveys, 46% rated SDWs as ‘**Good**’ and almost 24% as ‘**Excellent**’, distantly followed by ‘**Average**’ ratings (12%), and ‘**Very Poor**’ (10.86%), while almost 7% of the respondents rated their workshop session as ‘**Poor**’. Qualitative feedback also reflected the overall satisfaction with the workshops. Participants were happy with the choice of topics and the quality of the facilitators (Fig. 7.1).

Table 7.1: List of Workshops

Title of the Workshop	Conductor(s)
1. Managing and Conducting joint evaluation (W- 1)	Serge Eric Yakeu Djiam
2. Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	The Institute of Social Studies Trust (ISST), India
3. Gender-transformative/feminist - Indicators and framework (W- 3)	The Institute of Social Studies Trust (ISST), India
4. Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	Bill and Melinda Gates Foundation, India
5. Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	Martha McGuire, with Tessie Catsambas, Hallie Preskill, Pratap Shrestha & David Mac Coy
6. How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	Institution Builders & Darshana Collective, Mumbai, India
7. Impact Evaluation: a science and an art (W- 7)	International Initiative for Impact Evaluation (3ie)
8. Improving evidence uptake and use (W- 8)	International Initiative for Impact Evaluation (3ie)
9. Effective use of Logic Model (W- 9)	Barbara Rosenstein
10. Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	International Initiative for Impact Evaluation (3ie)
11. Improving Adolescent Lives in South Asia (W-11).	International Initiative for Impact Evaluation (3ie)
12. Impact Evaluation: Theory, Practice and Decision - making. (W-12).	CLEAR South Asia
13. Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	Bill & Melinda Gates Foundation
14. Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	University of Toronto, Canada & Sambodhi Research & Communications Pvt. Ltd., India
15. Participatory Evaluation (W-15).	Robert Chambers, Mallika Samaranayake & Sonal Zaveri

The responses from the SDWs were analysed for the following criteria:

1. Was it worthwhile to attend the Workshop? (**Analysis in Table 7.2**)
2. Overall content – information and level of detail of the workshop (**Analysis in Table 7.3**)
3. Level of interaction among participants (**Analysis in Table 7.4**)
4. Workshop facilitators (**Analysis in Table 7.5**)
5. Materials/information distributed (**Analysis in Table 7.6**)
6. Overall rating of the workshop (**Analysis in Table 7.7**)

Fig. 7.1: Overall Qualitative Feed-back on the SDWs

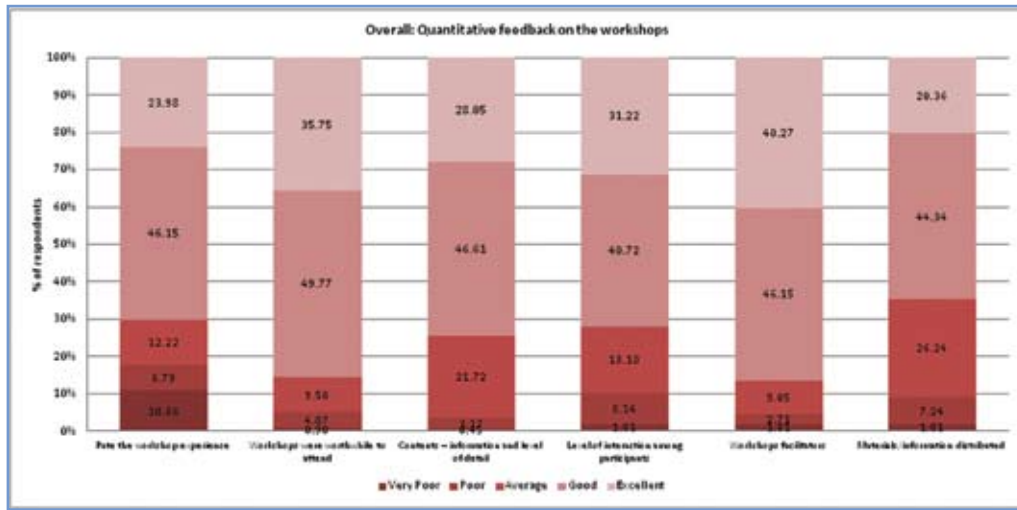


Table 7.2: Ratings on whether it was worthwhile to attend the workshops

Title of the workshop	# of respondents	Very Poor	Poor	Average	Good	Excellent
1. Managing and Conducting joint evaluation (W- 1)	14			7.1	35.7	57.2
2. Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9		11.2		44.4	44.4
3. Gender-transformative/feminist - Indicators and framework (W- 3)	22			22.7	36.4	40.9
4. Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7			14.3	85.7	
5. Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15	13.3		6.7	60.0	20.0
6. How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9				44.4	55.6
7. Impact Evaluation: a science and an art (W- 7)	27		3.7	11.1	51.9	33.3
8. Improving evidence uptake and use (W- 8)	14		7.1	21.4	50.0	21.5
9. Effective use of Logic Model (W- 9)	11		9.0		36.4	54.6
10. Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5				60.0	40.0
11. Improving Adolescent Lives in South Asia (W-11).	8		12.5		62.5	25.0
12. Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16			12.5	81.3	6.2
13. Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	6		16.7		33.3	50.0
14. Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	18		5.6	22.2	44.4	27.8
15. Participatory Evaluation (W-15).	40		5.0	2.5	45.0	47.5

Table 7.3 - Rating of the content – information and level of detail of the workshop

Title of the workshop		# of respondents	Very Poor	Poor	Average	Good	Excellent
1.	Managing and Conducting joint evaluation (W- 1)	14			14.3	57.1	28.6
2.	Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9			22.2	66.7	11.1
3.	Gender-transformative/feminist - Indicators and framework (W- 3)	22			9.0	36.4	54.6
4.	Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7			14.3	85.7	
5.	Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15		6.7	60.0	33.3	
6.	How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9			55.6	11.1	33.3
7.	Impact Evaluation: a science and an art (W- 7)	27			14.8	63.0	22.2
8.	Improving evidence uptake and use (W- 8)	14		14.3	28.5	42.9	14.3
9.	Effective use of Logic Model (W- 9)	11		9.1		27.2	63.7
10.	Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5			40.0	40.0	20.0
11.	Improving Adolescent Lives in South Asia (W-11).	8		12.5	12.50	50.0	25.0
12.	Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16			18.7	56.3	25.0
13.	Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	6			16.7	33.3	50.0
14.	Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	18		11.1	38.9	33.3	16.7
15.	Participatory Evaluation (W-15).	40	2.5		12.5	50.0	35.0

Table 7.4 - Rating of the level of interaction among participants

	Title of the workshop	# of respondents	Very Poor	Poor	Average	Good	Excellent
1.	Managing and Conducting joint evaluation (W- 1)	14			14.3	64.3	21.4
2.	Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9			22.2	44.5	33.3
3.	Gender-transformative/feminist - Indicators and framework (W- 3)	22		9.1	18.2	22.7	50.0
4.	Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7		14.3		42.9	42.8
5.	Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15	6.7	13.3	33.3	46.7	
6.	How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9			11.1	44.4	44.5
7.	Impact Evaluation: a science and an art (W- 7)	27	3.7	18.5	22.2	48.2	7.4
8.	Improving evidence uptake and use (W- 8)	14		14.3	14.3	35.7	35.7
9.	Effective use of Logic Model (W- 9)	11		9.0		45.5	45.5
10.	Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5		20.0	20.0	20.0	40.0
11.	Improving Adolescent Lives in South Asia (W-11).	8	12.5			37.5	50.0
12.	Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16		12.5	56.2	31.3	
13.	Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	6			33.3	33.3	33.4
14.	Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	18		11.1	16.6	55.6	16.7
15.	Participatory Evaluation (W-15).	40	2.5		7.5	35.0	55.0

Table 7.5 - Rating of the workshops Facilitators

Title of the workshop		# of respondents	Very Poor	Poor	Average	Good	Excellent
1.	Managing and Conducting joint evaluation (W- 1)	14			7.1	57.1	35.8
2.	Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9			11.1	33.3	55.6
3.	Gender-transformative/feminist - Indicators and framework (W- 3)	22				45.5	54.5
4.	Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7				85.7	14.3
5.	Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15	13.3		26.7	40.00	20.00
6.	How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9				33.3	66.7
7.	Impact Evaluation: a science and an art (W- 7)	27		3.7	3.7	51.8	40.8
8.	Improving evidence uptake and use (W- 8)	14		14.3		64.3	21.4
9.	Effective use of Logic Model (W- 9)	11	9.2			45.4	45.4
10.	Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5				100.0	
11.	Improving Adolescent Lives in South Asia (W-11)	8	12.5		12.5	50.0	25.0
12.	Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16			25.0	62.5	12.5
13.	Use of LQAS for Baseline Survey and routine monitoring in health care (W-13)	6				50.0	50.0
14.	Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14)	18		11.1	33.3	27.8	27.8
15.	Participatory Evaluation (W-15)	40		2.5	5.0	27.5	65.0

Table 7.6 – Rating of the materials/information distributed at the workshops

	Title of the workshop	# of respondents	Very Poor	Poor	Average	Good	Excellent
1.	Managing and Conducting joint evaluation (W- 1)	14		14.3	35.7	42.9	7.1
2.	Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9			33.3	55.6	11.1
3.	Gender-transformative/feminist - Indicators and framework (W- 3)	22		4.5	22.7	27.3	45.5
4.	Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7				85.7	14.3
5.	Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15		26.7	40.0	26.7	6.6
6.	How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9			22.2	55.6	22.2
7.	Impact Evaluation: a science and an art (W- 7)	27	7.4	7.4	33.3	40.7	11.2
8.	Improving evidence uptake and use (W- 8)	14		14.3	28.6	42.8	14.3
9.	Effective use of Logic Model (W- 9)	11	9.1			36.3	54.6
10.	Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5				100.0	
11.	Improving Adolescent Lives in South Asia (W-11).	8			37.5	50.0	12.5
12.	Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16		6.3	37.5	31.2	25.00
13.	Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	6			50.0	33.3	16.7
14.	Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	18	5.5	16.7	33.3	38.9	5.6
15.	Participatory Evaluation (W-15).	40		2.5	15.0	55.0	27.5

Table 7.7 - Overall rating of the workshop experience

Title of the workshop	# of respondents	Very Poor	Poor	Average	Good	Excellent
1. Managing and Conducting joint evaluation (W- 1)	14	7.1	14.3	7.1	57.1	14.4
2. Conducting an Independent Evaluation of Public Policies: Approaches and tools from evaluation - life experience (W- 2)	9		11.1		66.7	22.2
3. Gender-transformative/feminist - Indicators and framework (W- 3)	22	50.0	4.5	4.5	22.7	18.2
4. Designing and Using dashboard: Uttar Pradesh RMNCH+A Dashboards (W- 4)	7		14.3	14.3	71.4	
5. Appreciative Evaluation: Incorporating Performance Measurement Data with Participatory Method (W- 5)	15	13.3	6.7	20.0	60.0	
6. How can organizations conduct Transformational Evaluation of Intervention to address violence against Women? (W- 6)	9	11.1		11.1	33.3	44.5
7. Impact Evaluation: a science and an art (W- 7)	27		11.1	18.5	48.2	22.2
8. Improving evidence uptake and use (W- 8)	14		14.3	21.4	35.7	28.6
9. Effective use of Logic Model (W- 9)	11	27.3			45.4	27.3
10. Evaluating the impact of Water, Sanitation and Hygienic (WASH) Programmes (W-10).	5				100.0	
11. Improving Adolescent Lives in South Asia (W-11).	8	25.0			62.5	12.5
12. Impact Evaluation: Theory, Practice and Decision - making. (W-12).	16	6.2	6.2	25.0	43.8	18.8
13. Use of LQAS for Baseline Survey and routine monitoring in health care (W-13).	6				50.0	50.0
14. Impact Evaluation using a multilevel framework: Measuring effectiveness and equity in an integrated framework. (W-14).	18		16.67	27.78	22.22	33.33
15. Participatory Evaluation (W-15).	40	7.5		7.5	47.5	37.5
Overall	221	10.9	6.8	12.2	46.1	24.0

Areas for Improvement of Workshops

In regard to improvements to be considered in conducting the workshops, the respondents provided the following suggestions:

- More practical (how, what and when), scripting/scenario setting, role play, and video demonstration of evaluation could be done in some areas to make the workshops more impressive.
- More specific issues on public policies need to be included than the programme and project level policies.
- One or two practical workshops in details could make the Conclave more useful.
- Soft copies of presentations and materials either with USB/CD or on a web site should have been made available to the participants. Hand-outs could be distributed after every session for future reference.
- Some sessions had too many presentations – in such cases the presentations should be reduced..
- Consideration of regional level policies along with national level policies in order to maximize the use of workshop learning.

- Some presentations were much too theoretical and academic with a heavy reliance on tables with data which did not contribute to increased understanding. Therefore uses of academic articles could have been better (without too many tables and statistical formulas).
- Arrangement of some logistic supports such as internet or Wi-Fi access to all participants along with computer or technical support, pro-active communication and coordination, etc.

7.3.2 Keynote Sessions

Around 80% of the respondents found the plenary keynote sessions were worthwhile to attend and they found the presenters knowledgeable, with high profiles and good speakers (Table 7.8). Participants also found the sessions were interesting and addressed the real evaluation issues and methods. However, around 20% of the participants rated the plenary sessions as **average** and **poor**. They commented there were too many presentations. Some of the participants were not clear how the presentations related to one another.

Table 7.8 - Rating the Keynote Sessions

Criteria	Very Poor	Poor	Average	Good	Excellent
Plenary sessions were worthwhile to attend	0.0	3.4	15.5	46.6	34.5
Content - information, clarity and level of detail	0.0	3.4	31.0	48.3	17.2
Usefulness	0.0	0.0	29.3	50.0	20.7

Among the participants 31% scored '**average**' on the content part of keynotes. As per their opinion, the presentations were lengthy; therefore some of the presenters could not finish their presentations in time.

Overall, participants found the keynote sessions useful.

7.3.3 Panel Sessions

In regard to the question whether the panel sessions were worthwhile to attend or not, around 3 out of 4 participants rated as **good** and **excellent**. They found the country-specific examples were very practical and they learned new evaluation techniques. They found it as a great platform of networking and regional knowledge-sharing on evaluation perspectives. They also found that the panel sessions were useful and they would be able to use evaluation techniques to influence country policies. However, limited time for questions and answer sessions, too many speakers and somewhat off-topic discussions by the speakers were negative aspects mentioned by a few participants, and these could be the reasons of having 25.9% of the participants rated the panel sessions as '**average**'.

Table 7.9 - Rating of Panel Sessions

Criteria	Very Poor	Poor	Average	Good	Excellent
Panel sessions were worthwhile to attend	0.0	0.0	25.9	53.4	20.7
Content – information and level of detail	0.0	3.4	29.3	56.9	10.3
Usefulness	0.0	5.2	22.4	56.9	15.5

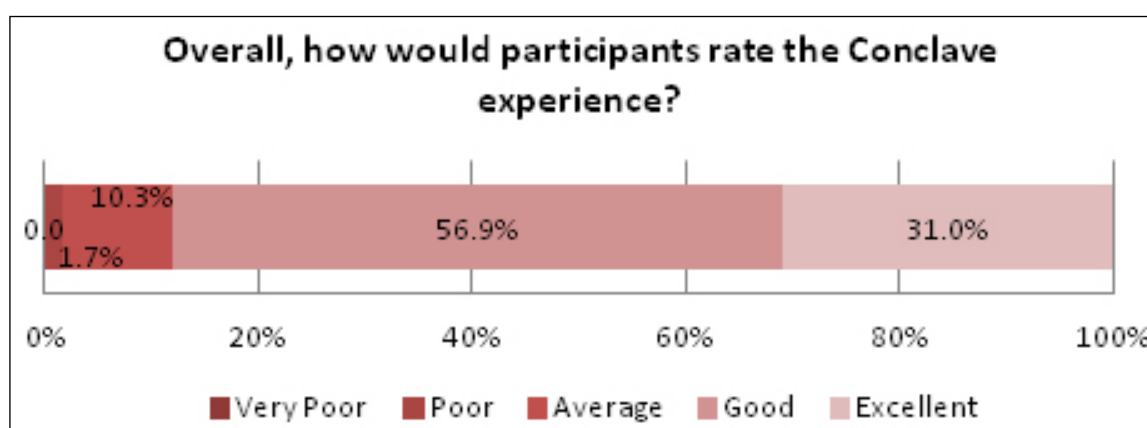
As commented by the respondents, more attention needs to be given to the presentation contents in order to make them more informative and audience-focused as well as attention was needed in the aesthetic part of the presentations to make the presentations visual-friendly.

7.4 Overall assessment of the Conclave (Fig. 7.2)

Overall, a large percentage of participants rated the Conclave experience with **'good'** and **'excellent'** ratings with having more than half of them with **'good'** (56.9%) rating and a little less than one-third of the participants (31.0%) rating the Conclave experience in the **'excellent'** category. The participants found that the Conclave was a good initiative, interesting, well-managed and informative. The Conclave contributed to increase understanding for participants and they wished to have this type of programme in a regular interval.

However, 7(12%) out of 58 respondents rated the Conclave experience average to poor with having six (6) respondents in **'average'** rating and one (1) in **'poor'** rating on the scale 1-5 where 1 being **'very poor'** and 5 being **'excellent'** rating. They would like to see more substantial presentations and challenging activities, and expect more participation among the attendees and a consistent quality standard maintained throughout.

Fig. 7.2 – Overall Rating of the Conclave



Positive response was seen from a large number of participants while analyzing few quality parameters, as shown in Table 7.10. Scoring good and excellent in all the four parameters was higher than any of the other three rating categories. Again, a relatively higher percentage of respondents (34.5%) rated the 'level of interaction among participants' as average and further 5.2% of the participants marked it as poor but without any specific suggestion for improvement.

Table 7.10 - Rating of the level of interaction, coordination, venue and materials/information

Criteria	Very Poor	Poor	Average	Good	Excellent
Level of interaction among participants	0.0	5.2	34.5	39.7	20.7
Event organizers/coordinating staff	1.7	1.7	15.5	39.7	41.4
Venue	0.0	3.4	13.8	41.4	41.4
Materials/information	3.4	5.2	19.0	39.7	32.8

On the role of event organizers/coordinating staff, a large number of participants rated **'excellent'** (41.4%) and **'good'** (39.7%). Regarding the venue of the Conclave, 82.8% participants (highest) rated **good** (41.4%) and **excellent** (41.4%). Other 13.8% rated it as **'average'** and only 3.4% rated it as **'poor'**.

Some of the suggestions made by the participants for overall improvement are as follows:

- Workshop materials could be distributed to participants either with a USB stick/CD or placed on a web site in order to get access by the participants;
- Dissemination of programme schedule and outline in advance;
- Availability of writing tools such as notebook and pen;
- Magazine type format of programme book instead of heavy programme book; and
- Availability of less spicy food.

7.5 What others said about the Conclave

...It was an absolute pleasure to be there in Nepal, to see each of you in person, and to witness the wonderful success the COE SA has accomplished. I am really looking forward to reporting back to the Office how grand the Conclave was in the end.

...We found it (the Conclave) very interesting and constructive. Your ability to mobilize the highest levels of government was very impressive. Congratulations to you and your whole team for a wonderful accomplishment.

...Indeed the Conclave was a great success! My sincere gratitude for the opportunity to contribute to such an important event.

...It was a privilege to join such an enthusiastic and committed group and to play a role in the truly historic proceedings in Kathmandu. May I commend you and your colleagues for making the Conclave and the whole Evaluation Week possible? The energy and commitment shown by you and your colleagues made the whole week a very great success, inspiring evaluation colleagues not only in the region but worldwide!

...I would like to congratulate you for the successful completion of the whole Eval Week programme including the COE-South Asia Conclave under your able leadership. Your hard work, commitment, simplicity and convincing power are praiseworthy.

The Evaluation Conclave was amazing and really successful one and a great platform for us to learn and contribute.

Congratulations for successfully organizing CoE-SA Global meet. All events were meticulously planned. Your office was working round the clock very efficiently.

It's so great of you (CoE members) to organize such an event and to attract the professionals from all over the world!wow! please continue it!

The Conclave is well-organized! It has given us a huge scope to share, interact and enrich our thinking, to widen our expertise in evaluation field.feel very proud to be here with all of you.

Participation of female evaluators is amazing. There are so many women professionals in the evaluation field we witnessed from this Conclave. Thanks to the organizers.

The Evaluation Conclave was a memorable experience for me, and well done to you and the other colleagues in ASIA for co-hosting and organizing a world class event! You made us feel at home.

The conclave, with all its aspects, was extremely well organised and very, very useful.

It was an excellent conclave.

The workshops on skill building combined with presentations from practitioners and academics from around the world on issues of mutual interest provided a space to engage with new ideas and the challenges for bridging the gap between policy and practice. I found the events to be personally engaging and intellectually stimulating and hope the CoE can continue their wonderful work with smaller events every year to continue to build a vibrant and innovative community of practice of evaluators in South Asia. I look forward to volunteering and working closely with this wonderful organisation in the future.

Thanks to the organizers, it was really an excellent one



8. Annexes

Annex 1.1

CoE-SA Conclave 2015
Building Bridges: Use of evaluation for decision making and policy influence
 23 - 27 November, 2015
 Yak and Yeti Hotel, Kathmandu, NEPAL

CALL FOR CONTRIBUTIONS

The Community of Evaluators – South Asia (CoE-SA), in partnership with EvalPartners will be holding the 3rd Evaluation Conclave at the Yak and Yeti Hotel in Kathmandu, Nepal from 23 to 27 November, 2015 (both days inclusive).

Contributions are invited from interested individuals/groups for the following events:

- **23-24 November, 2015:** Pre-conclave workshops focussing on building skills in evaluation
- **26-27 November, 2015:** Conclave focussing on sharing experiences on evaluations

Interested parties are expected to address the key themes of the event, **use, participation, equity, and gender** focussing on one or more of the following key questions:

- a) How can government, civil society, donors and evaluation fora foster accountability, credibility and transparency? How can donors and implementing partners positively support local, national, or regional and international evaluation policy and practice?
- b) What is the current progress on building skills on evaluation in the government, civil institutions (including grassroots and indigenous civil institutions) and academia? What needs to be strengthened and how?
- c) What should the State's role be in setting standards of evaluation? How can communities of practice help foster these? How can evaluations of state programmes be made more credible and transparent? How can state and non-state actors support building skills on evaluation?
- d) What innovative evaluation methods make them credible, usable and relevant?
- e) What are illustrative evaluations in various sectors such as health systems strengthening, climate change, education, advocacy, water and sanitation, and governance that are relevant, innovative, credible, and promote use?
- f) How can grassroots organizations and citizen's movements' work with Governments for inclusive, equitable and credible evaluations?
- g) What lessons can the global community provide in multi-stakeholder, complex evaluations? What innovations in evaluation practice are available for learning and sharing?
- h) What are the factors that influence the use of evaluations by decision makers? What can be done to enhance use of evaluations?
- i) How can data be made available and shared for learning? What are the blocks and opportunities available for data sharing? How do we ensure that data systems address gender and other types of inequity around caste, class and other socio-economic divides?

- j) How equitable and gender-sensitive are evaluations in the region? What is the role of feminist evaluation and how can it be integrated in policy review and development? How do we increase accountability from governments and civil society for the most vulnerable groups and ensure evaluation is guided by values of equity and gender responsiveness?

The Contributions can be in the form of following:

- (a) **Organise a skills building or professional development workshop of 3 hrs (half day) or 6 hours (full day)** [23-24 November, 2015]
- (b) **Organise a Demonstration of Skills of 1-2 hrs** [23-24 November, 2015]: Show how to use or apply an evaluation concept or tool, with hands-on-experiences.
- (c) **Organise a Panel of 1-1.5 hrs** [26-27 November, 2015]: Focussing on an issue related to the theme of the Conclave. We recommend that a panel should consist of a maximum of 4 persons to enable discussion after the presentation.

*Those wishing to contribute to these are requested to send an abstract of max. 600 words on the event setting out a) why this is needed, who will benefit, and any other pertinent information by 15 June, 2015 to **Sonal Zaveri, Secretary, CoE-SA Board:** <sonalzaveri@gmail.com>*

- (d) **Presentation of Papers and Posters** [26-27 November, 2015]:

Posters: Those who are interested in presenting posters should send a short summary (about 100 words) reflecting the contents of the poster to <conclave2015papers@gmail.com>. The format for Posters is provided here. **The closing date is 15 June 2015.**

Papers: Those who are interested in presenting a Paper at the Conclave should submit an Abstract as per the Guidelines provided. The Abstracts should be sent by email to <conclave2015papers@gmail.com> **by 15 June 2015.** Once the Abstract is accepted for presentation, the authors should prepare the full-length paper as per Guidelines provided. The full-length paper should be sent by email to to conclave2015papers@gmail.com **by 15 August, 2015.**

Any general inquiries may please be sent to Ranjith Mahindapala, Programme Coordinator, CoE-SA:

<conclavecoe2015@gmail.com>.

Annex 1.2

The Working Groups

Programme Working Group

- Sonal Zaveri (Chair)
- Katherine Hay
- Jyotsna Puri
- Aniruddha Brahmachari
- Mallika Samaranayake
- Ranjith Mahindapala

Responsibilities:

- Provide overall oversight to the development of the programme of the Conclave and associated events;
- Identify plenary speakers for the Conclave and liaise with them on their participation;
- Identify skills development/professional workshop themes for pre-conclave component (23 and 24 November), and also identify workshop leaders;
- Work closely with the Paper and Panel Review working Group to integrate selected papers and panels in the overall programme;
- Liaise with EvalPartners on arrangements relating to the Parliamentarians' Forum on 25 November; and
- Attend to any other matters germane to the programme of the Conclave and its associated events

Logistics Working Group

- Gana Pati Ojha (Chair)
- Jagadish C Pokharel
- Chelladurai Solomon
- Mallika Samaranayake
- Ranjith Mahindapala
- Ravi Aryal (U-Turn Event Management)

Responsibilities:

- Provide overall oversight to the logistics of holding the Conclave and its associated events;
- In consultation with the Steering Committee, develop the agenda for the Conclave inauguration and oversee arrangements for the conduct of the inauguration, including preparation of a list of VIPs to be invited;
- Provide oversight to the Conclave Secretariat during the Conclave;
- Provide oversight to the work of the Event Manager, including but not limited to:
 - o Matters relating to the site management, décor, workshop facilities, food and beverages during the events and other arrangements;
 - o Decision-making and authorisations relating to urgent procurements of goods and services;
 - o Maintaining the Reception Desk and Help Desk during the events;
 - o Local transport

Finance Working Group

- Chelladurai Solomon (Chair)
- Jyotsna Puri
- Mallika Samaranayake
- Ranjith Mahindapala

Responsibilities:

- Provide oversight to financial management aspects relating to the conduct of the Conclave and its associated events;
- Guide the collection of registration fees for registrations completed in Nepal, and authorise disbursements of monies within Nepal for local expenses;
- Provide necessary assistance to tasks identified by the Logistics Working Group;
- Provide oversight to the preparation of an expenditure report at the conclusion of the Conclave;
- Attend to any other matters germane to the financial management relating to the Conclave and its associated events

Paper & Panel Review Working Group

- Shubh Kumar Range (Chair)
- Bhabatosh Nath
- Rashmi Agrawal
- Robert McLean
- Brian Diener

Responsibilities:

- Provide oversight to the selection of papers and panels for the Conclave;
- Arrange review of abstracts for selection for presentation, and identify, in close collaboration with the Programme Working Group;
- Liaise with authors on any amendments/improvements required for the papers;
- Identify panels to be held during the Conclave, identify the leads and panelists, and liaise with them on their participation;
- Select posters for presentation during the Conclave, and provide oversight to their display in consultation with the Outreach Working Group;

Outreach/Social Media Working Group

- Khairul Islam (Co-Chair)
- Rituu B Nanda (Co-Chair)
- Abdul Ghani
- Ramchandra Lamichhane
- Swapnil Shekhar/ Preksha Sirsikar (Sambodhi)

Responsibilities:

- Provide oversight to the Outreach and media work relating to the Conclave and its associated events;
- Guide press releases and press meets;

- Formal clearance of all communication messages including banners, flyers, posters, brochures and other branding and promotional materials;
- Approve all outreach materials;
- Approve design and contents of the Conference Kit
- Guide social media work;
- Attend to any other matters germane to communications and outreach relating to the Conclave and its associated events.

Fund-raising Working Group

- Mallika Samaranayake (Co-Chair)
- Chelladurai Solomon (Co-Chair)
- Sonal Zaveri
- Ranjith Mahindapala

Responsibilities:

- Identify potential donors for Conclave related activities;
- Provide oversight to proposals for fund raising;
- Liaise with donors on any specific requirements of the donors
- Attend to any other matters germane to fund raising for the Conclave and its associated events

Annex 1.3

Event Manager - Scope of Work

GENERAL

- General event management to ensure smooth functioning of the Conclave.

PRE-EVENT ACTIVITIES

- Undertake pre-event logistics (facilitate room allocation at Hotel Yak & Yeti);
- Identify Vendors/Suppliers for tasks to be outsourced, under competitive bids and managing them, under the supervision of CoE-SA;
- If requested, designing and preparation of the Conference kits that need to be distributed during the Conclave.

ACTIVITIES DURING THE EVENT

- Arranging and coordinating local transportation for delegates (excluding airport pick-up and drop) - to work in close collaboration with the Logistics Working Group of CoE-SA based on CoE SA requirements;
- Establishing and maintaining the registration counter and registration of delegates and distribution of kits and other promotional publication;
- Organise the Inauguration of the Conclave (on 25 November afternoon);
- Layout and Planning of displays / brandings, stalls or exhibition areas in consultation with the Programme Working Group of CoE-SA;
- Other logistics; PA systems, projection, branding, Photography and videography, as needed;
- Provide 10 local volunteers, who can speak English, for work during the event.
- Provide internet kiosks (or workstations) in consultation with the Logistics Working Group;
- Preparation of press releases; organizing press meets and managing the Media Desk

VENUE AND DISPLAY, HOSPITALITY

- Designing and Setting-up of the venue - includes designing of the main hall, break-away halls and kiosks/ stalls to work closely with the hotel and seating arrangements for all events;
- Maintain a Help Desk at the venue;
- F & B coordination and liaison with the hotel;
- Designing of flyers, posters, banners, brochures, and other promotional materials and their printing/ production;
- Provide logistics for display of posters, banners etc.
- Meeting rooms / Lounges - arrange seating configuration, facilities, acoustics, workshop aids and other set up in the break-away rooms;
- Ensure other basic Amenities.

POST-EVENT ACTIVITIES

- Provide all promotional materials- soft copies and printed materials;
- Photography and video submission.

Annex 2.1

INAUGURAL CEREMONY OF THE EVALUATION CONCLAVE 2015; 25 Nov 2015

Tea will be served in the foyer from 4 00 pm for arriving Guests.

Chair of the Session – Mrs Mallika R Samaranayake

16 15	Invitees take their seats
16 30	Arrival of the Chief Guest, Rt. Hon. Prime Minister of Nepal
16 30 – 16 40	Traditional welcoming of Chief Guest; National Anthem
16 40 – 16 50	Inauguration of the Forum by the Chief Guest (Lighting the traditional oil lamp); Chanting of <i>Swastik</i> hymns
16 50 – 17 00	Welcome Remarks: Dr Gana Pati Ojha , President, CoE, Nepal
17 00 – 17 10	Introduction to the Conclave Mrs Mallika R Samaranayake , President, CoE, South Asia
17 10 – 17 25	Address by the Chief Guest: Hon. Khadga Prasad Sharma Oli , Prime Minister of Nepal
17 25 – 17 40	Evaluating the Sustainable Development Goals with a social equity and gender responsive lens Mr Marco Segone , Director, UN Women Independent Evaluation Office
17 40 – 17 55	Bridges, signposts and milestones for evaluation in the post-2015 development landscape Mr Colin Kirk - Director, Office of Evaluation, UNICEF
17 55 – 18 10	Monitoring and Evaluation work of the National Planning Commission, Nepal Dr Yuba Raj Khatiwada , Vice Chair, National Planning Commission, Nepal
18 10 – 18 25	Becoming a global evaluator Mr Robert McLean , IDRC, Canada
18 25 – 18 55	<u>Inaugural Address: Inclusive rigour for complexity</u> Dr Robert Chambers , Institute of Development Studies, University of Sussex, England
18 55 – 19 05	Book Launch - <i>Evaluation in the Extreme</i>
19 05 – 19 15	Vote of Thanks Dr Sonal Zaveri , Secretary, CoE South Asia
19 15	Dinner

Annex 5.1

Abstracts of Panel Presentations (to be read with the summaries of discussion in Chapter 5)¹

P 1*	Embedded Monitoring, Learning and Evaluation in Large Scale Interventions: Going Beyond the Conventional
P 2*	The Values of Synthesized Evidence for Education Effectiveness
P 3*	Improving Adolescent Lives in South Asia
P 4*	Evaluating Program for Poverty Alleviation: What Future for the water, Sanitation and Hygiene (WASH) Sector?
P 5*	Conducting Impact Evaluations in Post-Disaster and other Humanitarian Contexts
P 6*	How Evaluation Can Help Fight Climate Change in the People's Republic of China
P 8*	Evaluations that Make a Difference: What We Have Learned from Around the World
P 11*	Spotlight on ECD – Different Perceptions on How to Develop Evaluation Capacities Worldwide
P 13*	Does Management Response to Evaluation (MRE) Enhance the Use of Evaluation?
P 15*	Strengthening the Utilization Focused Evaluation Approach Using a Communication Strategy: Case Studies from Asia
P 16*	The Role of Evaluations in Bridging Equities: Experiences from South Asia and Beyond
P 17*	Collaboration in M&E: An Opportunity to Achieve Better Gender Outcomes
P 19*	Use of Evaluation for Decision Making and Policy Influence
P 21*	Innovative Experiments for Evaluation Use and Policies
P 22*	Visions for EvalYouth
P 23*	From Evaluation to Scale-up: Role of Evidence in Expanding Bandhan Konnagar "Targeting the Hardcore Poor" Program in India
P 25*	Impact Evaluation in Varying Situations: Techniques and Challenges
P 27*	Engaging Parliamentarians in Evaluation
P 28*	Collaborative Approach to Capacity Development on Evaluation in Nepal
P 29*	Better Understanding and Measuring Resilience – Ensuring Coherence across Scales, Contexts and Audiences to Support Robust Lesson-Learning for Policy and Practice
P 30*	Opportunities and Challenges of Peace-Building Evaluation: Experiences from South Asia
P 31	Policy Evaluations: Methodology and Use
P 32	Impact Evaluation in Different Contexts: Choosing Methodologies that Matter
P 33	The How and Why of Equity and Gender Focused Evaluations
P 34	Adolescents: Guides, Methods and Experiences in Evaluation
P 35	Evidence in Policy and Practice: Challenges and Lessons Learned
P 36	Participative Methodologies for Evaluation: Grassroots to Multi-State Projects
P 37	Evaluation Capacity Development: Learning from Success and Challenges
P 38*	Using Measurement to Address Inequalities in Access, Use and Quality of Healthcare: Experiences from Bill and Melinda Gates Foundation (BMGF) work in India

¹ Pre-formed Panels are marked with an asterisk (*).

Evaluation Conclave 2015 Pre-Formed Panel

Embedded Monitoring, Learning and Evaluation in Large Scale Interventions: Going Beyond the Conventional (P-1)

Conducted by: **Sambodhi Research & Communications, India**

One of the greatest challenges for efforts at monitoring, learning and evaluation (MLE) of large scale interventions, especially of technical assistance is to go beyond documentation of process and outcomes and to facilitate programme navigation, development and learning for continuous programme improvements. This calls for innovations in design and implementation of MLE processes and active experimentation with methodologies. This panel showcases multiple methodological innovations that have been incorporated in a large and challenging MLE effort- MLE of Uttar Pradesh Technical Support Unit (TSU) to Government of Uttar Pradesh, India. The panel will share the overarching framework employed to respond to the 'proving' and 'improving' mandate of the MLE; and the innovative methodological elements emanating from the MLE design detailing objective, processes, analytical frameworks and learning mechanism for facilitating programme iterations.

Presentation 1: Design innovations for programme navigation and development: The embedded Monitoring, Learning and Evaluation framework (Dharmendra)

This presentation will showcase the external MLE framework and specific methodological innovations in monitoring processes and outcomes that enable a navigational and programme improvement role for the MLE in a large scale complex scale intervention- the Uttar Pradesh Technical Support Unit to the Government of Uttar Pradesh, India.

Presentation 2: Operationalizing the embedded Monitoring, Learning and Evaluation Framework: Processes, results and learning's (Aparna Seth)

The presentation will detail the structural and functional aspects of implementing the embedded MLE and delineate the processes, contents and institutional aspects. It will specifically focus on completion of learning's loops for continuous programme navigation sharing specific evidences as well the learning's from implementation till date.

Presentation 3: Perspectives and integration of embedded Monitoring, Evaluation and Learning and internal Monitoring, Learning and Evaluation for programmatic improvement and advocacy (Arup Kumar Das)

The presentation will provide programmatic perspectives on embedded MLE and the value proposition as perceived by the programme. Detailing the internal MLE imperatives of the programme, it would describe the mechanics of integration of internal and external MLE for informing and adjusting the programme, advocacy and sustainability.

Biographies

Moderator: Niranjan Saggurti Niranjan.Saggurti@gatesfoundation.org.

A demographer and biostatistician with more than 15 years' experience conducting research on sexual and reproductive health, HIV/STI, gender-based violence; Niranjan has authored/co-authored almost 100 peer-reviewed publications. Niranjan anchors Bill and Melinda Gates Foundation's initiatives for improving evidence-based programming for reproductive, maternal and child health in Uttar Pradesh, India.

Panellists:

Dharmendra: dharmendra@sambodhi.co.in Co-founder of Sambodhi, Dharmendra leads Sambodhi's knowledge vision and strategy, including incubation of emerging methodologies and designs with relevance to MLE. A management graduate, Dharmendra is Principal Investigator for the Bill and Melinda Gates Foundation (BMGF) supported MLE of the Uttar Pradesh Technical Support Unit in Uttar Pradesh, India.

Arup Kumar Das: arup.das@ihat.in A trained demographer from International Institute of Population Sciences, Arup has more than 10 years of experience of designing and implementing MLE systems for HIV/AIDS and MNCH projects. Associated since inception, Arup leads the BMGF supported TSU imperatives for strengthening existing data systems of the state and establishing new systems.

Aparna Seth: aparna@sambodhi.co.in - A post-graduate in management, Aparna has progressive experience in evidence-based program evaluation in public health practice. Her research areas include maternal and child health, gender-based violence and health equity. Aparna is Project Manager for the BMGF supported MLE of the Uttar Pradesh Technical Support Unit in Uttar Pradesh, India.

Evaluation Conclave 2015 Pre-Formed Panel

The value of synthesised evidence for education effectiveness (P-2)

Conducted by: *International Initiative for Impact Evaluation (3ie)*

Rigorous evaluation evidence can contribute to effective programmes and policies for improving the lives of the poor. But for evidence-informed policymaking to be a reality, evidence needs to be drawn from all relevant research and not just single impact evaluations. Evidence needs to also be drawn from a range of disciplines for it to be truly relevant to policies and programmes. Most importantly, evidence needs to be synthesised rigorously, and not just collected and summarised. But for ensuring that evidence is used, it needs to also be presented in a way that is friendly and accessible to decision makers.

This panel will explore the value of three kinds of evidence synthesis that have been recently carried out in the area of education. The three types of evidence synthesis are: a systematic review, an evidence gap map and an evidence Q&A. All three panelists will focus their presentation on the main findings of their research with due emphasis on the value of rigorous synthesis for producing policy-relevant evidence. They will also elaborate on the importance of policymaker friendly formats for synthesized evidence.

Presentation 1

A range of different programmes are implemented to ensure all children in low and middle income countries (L&MICs) have access to schooling, and that they gain sufficient skills and knowledge to realise the benefits a good education can bring. However, it is not clear which approaches are most effective in achieving this objective. Systematic reviews use transparent and comprehensive methods to identify and synthesise findings from a large number of high quality studies, thus providing an important tool for promoting evidence informed education policies. The panellist will present the findings of a systematic review of the effects of twenty commonly used education intervention conducted to help inform decisions about how to use limited resources to ensure all children have access to high quality education. The presentation will highlight how systematic reviews can help decision makers interpret evidence from a large body of literature.

Presentation 2

The panelist will present an evidence gap map of what we know and don't know about the effects of education programmes. This interactive and dynamic online evidence gap map identifies evidence from systematic reviews and impact evaluations and provides a graphical display of areas with strong, weak or non-existent evidence on the effects of education programmes and initiatives. The presentation will highlight how the evidence gap map can be a useful tool for decision-makers looking for answers to pressing policy questions and for funders looking to commission research to fill important evidence gaps.

Presentation 3

This presentation will provide an overview of a new and innovative format for synthesized research: the evidence Q&A. The Q&A provides evidence-based answers to priority and policy relevant questions. The presentation will focus on what the research evidence has to say about the quality of early childhood education programmes. It will explore the quality dimensions of curriculum, learning materials and classroom pedagogy used in early childhood education programmes. The presentation will also highlight how the Q&A format customized on a dynamic web-platform can be a useful tool for decision-makers looking for quick answers to pressing policy questions.

Biographies

Moderator: Beryl Leach

Beryl Leach is Deputy Director and Head of the Policy, Advocacy and Communication Office (PACO). As the head of the PACO team, Beryl provides strategic direction to 3ie's work in supporting the uptake of evidence from impact evaluations and systematic reviews and promoting commitment to evidence-based policymaking. Her current research focus is on building understanding of the production and use of evidence in development policymaking processes.

Panellists:

Emmanuel (Manny) Jimenez is the Executive Director, 3ie. Manny was earlier the director of public sector evaluations at the Independent Evaluation Group of the World Bank. Prior to this position, he was responsible for the bank's operational programme in human

development in Asia. Along with numerous publications, Manny led the preparation of World Development Report 2007: Development and the Next Generation.

Radhika Menon is a Senior Policy and Advocacy Officer at 3ie. She has extensive experience in research communication. Radhika works with 3ie's grantees for developing policymaker and stakeholder engagement strategies for improving evidence uptake. She also anchors 3ie's advocacy work on evidence-informed policymaking. Her interest areas are education, water, sanitation and hygiene and community engagement.

Shrochis Karki is a consultant for the education, early childhood development and labour portfolio at Oxford Policy Management (OPM). He is currently working on the evaluation of the Education Fund for Sindh He is also working on expanding OPM's education portfolio in Nepal. He is also the Executive Director of Samaanta Foundation, a not-for-profit organisation which provides higher education fellowships to meritorious students from rural communities. Shrochis holds a PhD in international development from the University of Oxford.

Evaluation Conclave 2015 Pre-Formed Panel

Improving Adolescent Lives in South Asia (P-3)

Conducted by: *International Initiative for Impact Evaluation (3ie)*

Adolescents account for almost 20 per cent of the population in South Asia. However, they often remain invisible and are excluded from decisions that affect them and have limited access to information on issues that influence their lives. Some tangible consequences of this include that adolescents do not complete secondary school, may marry early and, in turn, become parents earlier than is socially or biologically desirable.

3ie is funding impact evaluations of a number of programmes in South Asia that seek to improve a range of adolescent outcomes. Important lessons can be learnt from these evaluations, some of which are at the beginning stages while some are further advanced. Taken together, insights from these evaluations can go a long way in building a cohesive body of evidence to expand regional and global public knowledge of what works with respect to the theme of improving adolescents lives.

The Evidence conclave presents an excellent opportunity for hosting this panel as this topic would be of interest to the audience interested in working with adolescents. The panel also includes a balance of researchers and programmers in this field.

The panel will include researchers and implementers specifically working on the thematic area of adolescents to share insights on implementing and evaluating programmes on adolescents in developing county contexts. The focus of these presentations will be on measurement and methodologies as well as on common challenges faced in both implementing and evaluating the programmes and how best to overcome these.

Biographies

Moderator: Jyotsna Puri

Dr Puri is the Deputy Executive Director and head of evaluation at 3ie. She has over 18 years of experience in evaluation and evidence-based policy and has worked at the World Bank and the United Nations. Jo is currently adjunct faculty at the School of International and Public Affairs (SIPA), Columbia University.

Panellists:

Tarun Jain is a labour economist whose primary research interest is the Indian workforce. He received an undergraduate degree in Mathematics and Economics from Franklin and Marshall College. His

PhD dissertation at the University of Virginia explored how incentives and social institutions cause differences in human capital investments and outcomes. Currently, he is working on projects examining the impact of globalisation on human capital, as well as the value of spoken English on employment and social outcomes. He is also a PI on 3ie funded study on Impact Evaluation of Breakthrough's School-based Gender Mobilisation Campaign in India.

Urvashi Wattal is an expert in mixed methods evaluation designs and quantitative research. She has worked in several domain areas, including education, livelihoods, gender-based violence and early marriage, career enhancement and capacity building for women, agriculture, social exclusion, water resources management, and HIV-sensitive social protection. A large part of this work has been in designing, conducting, and analyzing the results and disseminating findings of the quantitative components of mixed methods evaluations. Currently, she is Manager at Impact Evaluation Unit at Catalyst Management Services.

Sonali Khan is Vice President - India, Breakthrough. She leads the India and regional operations of Breakthrough. Over the past eight years, she has led Breakthrough's key campaigns. She played a pivotal role in conceptualizing Breakthrough's highly acclaimed Bell Bajao! campaign against domestic violence. In her current role as the Vice President, Sonali has been instrumental in expanding Breakthrough's regional and global reach and has been actively developing support for the organization. She plays a key role in extending the work of Breakthrough to focus on issues of early marriage and sex selective elimination. Also an accomplished business journalist, Sonali created programs and documentaries for networks including the BBC World Star Plus and CNBC. She has an M.Phil in political philosophy from Jawaharlal Nehru University, Delhi.

Natalie Fol is a regional advisor with UNICEF Regional Office for South Asia, where she manages the Adolescent Development and Participation Programme. Natalie joined UNICEF Regional Office in Kathmandu in early 2014, after living and working in Africa for eleven years. Since joining UNICEF, Natalie has worked in the fields of communications, social engagement, social norms, and empowerment, with a focus on deprived adolescents, families and communities. A strong advocate for the inclusion of a human-rights and life-cycle approach to development, she is currently focusing on building a favorable environment for greater convergence and investments on issues affecting the lives of adolescents and communities. Natalie holds a Master in Political Sociology and a Master in Social Sciences.

Evaluation Conclave 2015 Pre-Formed Panel

Evaluating programmes in the water, sanitation and hygiene sector (P-4)

Conducted by: *International Initiative for Impact Evaluation (3ie)*

Water, sanitation and hygiene (WASH) are likely to have a very broad range of impacts, including better health, poverty reduction and women's empowerment. But programmes can only have an impact where populations have access to services and use them. Evaluations can help decision-makers improve accessibility and hence programme impacts. Together with the Water Supply and Sanitation Collaborative Council (WSSCC), 3ie is commissioning studies to help fill some important gaps in the evidence base, including impact evaluations and a mid-term review of WSSCC's current strategy. The objective of the panel is to discuss future directions for evaluation in the sector, including evidence gaps, the role of mixed-methods approaches, and how effective dialogue with decision-makers can maximise uptake of findings and therefore impacts on beneficiaries' lives.

Biographies

Moderator: Jyotsna Puri

Dr Puri is the Deputy Executive Director and head of evaluation at 3ie. She has over 18 years of experience in evaluation and evidence-based policy and has worked at the World Bank and the United Nations. She is currently adjunct faculty at the School of International and Public Affairs (SIPA), Columbia University.

Panellists:

Chaitali Chattopadhyay (Water Supply and Sanitation Collaborative Council, WSSCC) is Senior Officer – Monitoring & Evaluation – Networking and Knowledge Management at the WSSCC in Geneva. Before joining WSSCC, Chaitali worked as Planning Officer for the Commonwealth Secretariat in London.

Andrea Cook (United Nations Population Fund, UNFPA) has been UNFPA's Director of Evaluation since January 2014. The Director manages the Evaluation Office at UNFPA's headquarters in New York and, more widely, provides leadership of the evaluation function across UNFPA. Before joining UNFPA, Andrea worked for over twenty years in international development, primarily with the Department for International Development (DFID) in the United Kingdom, Asia, Africa, the Caribbean and Eastern Europe spanning policy, programme and evaluation roles focused on social and human development. Andrea has particular interests and experience in social policy, gender equality, human rights, water and sanitation, urban poverty, sexual and reproductive health, HIV and AIDS, and health reform.

Robert Dreibelbis is Assistant Professor in Anthropology and Civil Engineering and Environmental Science at the University of Oklahoma. He received his PhD in International Health from Johns Hopkins Bloomberg School of Public Health, and has research interests in environmental health and development, mixed methods research, gender and equity, translational/applied research, survey

methods and psychometrics, and water and sanitation resources. He is also working on a number of research projects in India.

Mr Hugh Waddington is a development economist who works on impact evaluation and systematic review studies at 3ie. He is also the elected co-chair of the Campbell Collaboration International Development Coordinating Group for systematic reviews, based in London. Before joining 3ie Hugh worked in the Ministry of Finance and Economic Planning of the Government of Rwanda, and has also worked at the World Bank Operations Evaluation Department and the UK National Audit Office.

Evaluation Conclave 2015 Pre-Formed Panel

Conducting Impact Evaluations in Post-disaster and other Humanitarian contexts (P-5)

Conducted by: *International Initiative for Impact Evaluation (3ie)*

In 2013, an estimated 148.2 million people were affected by conflict and natural disasters across the world (UNOCHA). Humanitarian crises are now longer and more expensive. Where lives are in danger and demand for resources overwhelmingly exceeds supply, effective and efficient delivery of services will ensure that better use is made of available resources.

Impact evaluations measure the extent to which recipients of humanitarian assistance benefit, why or why not, whom interventions work best for, and under what circumstances humanitarian assistance realizes its goals of relief, recovery and resilience.

The literature on impact evaluations of humanitarian assistance is nascent and evolving. 3ie's Humanitarian Assistance Thematic Window (HATW) is a grant making mechanism to increase the body of high quality, policy relevant evidence in the humanitarian sector.

Objectives of the panel on Conducting Impact Evaluations in Post-disaster and other Humanitarian contexts

3ie's Humanitarian Assistance Thematic Window supports mixed-method impact evaluations commissioned by policymakers and programme managers to answer questions about the attributable impact of interventions they implement in humanitarian contexts.

To this end, 3ie's HATW aims to achieve the following goals: (1) Increasing the evidence base of what works, why and for how much in the field of humanitarian aid, with a focus on learning about innovative approaches; (2) Generating lessons learned through the synthesis of high quality evidence on implementation and effectiveness; (3) Building capacity to produce and use evidence from high quality impact evaluations and reviews; and (4) Ensuring that evidence is available to policy makers in policy-friendly formats.

3ie would like to use the convening power of the Conclave to bring together a panel of researchers, practitioners and policy makers to speak to all

interested Conclave attendees about the need for and lessons learned through impact evaluations conducted in humanitarian contexts.

The panel will allow the researchers and implementers to share learning from their research and experience.

Biographies

Moderator: Jyotsna Puri

Dr Puri is the Deputy Executive Director and head of evaluation at 3ie. She has over 18 years of experience in evaluation and evidence-based policy and has worked at the World Bank and the United Nations. She is currently adjunct faculty at the School of International and Public Affairs (SIPA), Columbia University.

Panellists:

Ghulam Muhammad Shah (G M Shah) – Currently works at the International Centre for Integrated Mountain Development (ICIMOD), Nepal as the Impact, Monitoring and Evaluation Specialist. He is an expert in program evaluations including impact evaluations, designing and managing results based M&E systems. Statistician by education. Twelve years of demonstrated and successful career in strategic planning, monitoring and evaluation of research and development programs in thematic areas including climate change and adaptation; ecosystems conservation and management; water induced risks and vulnerabilities; research into policy and practice; agriculture and education. Worked in South Asian and Central Asian regional countries with global, regional intergovernmental international organizations.

Ms Roselyn Joseph is the Chief of Planning & Evaluation at UNICEF Nepal since October 2014 and has previously worked in the area of monitoring and evaluation in Tanzania, Eritrea, Afghanistan and Cambodia. She completed her studies in Commerce and Public Policy at the University of Sydney, Australia.

Alexandra Avdeenko is a Senior Economist at the Chair of Econometrics, Department of Economics, at the University of Mannheim. Ms. Avdeenko has experience designing and conducting impact evaluations in humanitarian and/or conflict-affected areas in Sudan (World Bank), the Philippines (3ie), and Pakistan (3ie). Her research covers topics such as education, youth empowerment, social cohesion, and savings.

Juanita Vasquez-Escallon is a Senior Researcher at the University of Mannheim with a doctoral degree in development economics. She has extensive experience on impact evaluations for the government of Colombia, the World Bank, European Union, USAID, UNODC, UNDP on IDPs, child soldiers, education on risk of landmines and alternative development. She is currently working on four RCTs in Pakistan, India and the Philippines.

Evaluation Conclave 2015 Pre-Formed Panel

How evaluation can help fight climate change in the People's Republic of China (P-6)

Conducted by: *Children's Investment Fund Foundation [CIFF]*

This session will explore current trends in evaluation of climate mitigation activities in China. Through discussion of their own experiences, the panelists will share a vision of how evaluation can best support learning and evidence-based decision making in the Chinese public sector context, including the role of external partners. The panel will share specific examples from ongoing and completed evaluations of sustainable urban planning, air quality, development and energy sector reform programmes.

When it comes to taking actions to slow climate change, what happens in China literally has global consequences. It is difficult, therefore, to understate the importance of taking effective actions nationally, as well as the value of providing effective and efficient external support to help China achieve its ambitious sustainable development goals. This context provides a number of openings for evaluation to play a role in the climate change fight in China.

The current emphasis on accountability and achieving ambitious targets has created a window of opportunity for evaluation in China. China has also demonstrated a unique approach to using data in decision making, with its tradition of "crossing the river by feeling the stones" – or piloting policies to find out what works and what doesn't. A high level of autonomy at the sub-national level means local governments can innovate and use evaluation to find out if their policies are working, and then share lessons. However, a number of common systemic challenges remain, including lack of availability of data (even within the government), low capacities for results based management and evaluation, and long, complex causal chains which make evaluating impact difficult.

In this context, the panelists will share specific evaluation experiences, and draw on the lessons to explore key opportunities and challenges for evaluation in China, including:

- (a) **What are the challenges in collecting data for evaluation? How to overcome these challenges? How should evaluators engage with state and non-state actors in data collection?**

Data availability is a key concern in China, where it is often not possible to access even official statistics or data held by different sections of the government. The panelists will draw on specific examples in air quality, emissions trading pilots, and sustainable urban development, to describe how they solved or worked around data quality and availability problems to ensure a robust and credible evaluation process. EFC/WRI and Tsinghua University will share examples of work at the sub-national level, and the unique data challenges posed in that setting.

- (b) **How should the results of evaluation be fed into China's policy-making processes (e.g. national and provincial five year plans) to generate learnings and positive feedback loops to improve climate policies?**

The National Center for Science and Technology Evaluation will share examples of how it has used the findings from evaluation to provide insight to the Ministry of Science and Technology. The Energy Foundation China and WRI will share experiences with designing third-party evaluation systems at the sub-national level, including examples of public information disclosure in cities. The discussion will focus on how research and evidence from evaluation can feed into different national and sub-national decision making processes by creating clear policy mandates and demand from users.

- (c) **What are the priorities for evaluation nationally, and what role can foreign partners play in supporting the use of evaluation for better and faster reductions of greenhouse gases in China?**

This will be an open discussion, led by Chinese partners, to highlight where there is thought to be the greatest openness to evaluation – for example as a tool for reaching centrally mandated air quality targets. It will be an opportunity for the development evaluation community attending the Conclave event to share their ideas and experience with building nationally-led monitoring and evaluation, with key players working in China.

Biographies

Moderators: Megan G Kennedy-Chouane

Megan Kennedy-Chouane (CIFF): Megan manages Evidence, Measurement and Evaluation for the climate change programme at the Children's Investment Fund Foundation, with a focus on carrying out robust evidence reviews to inform the strategy and grant development phase. She is currently designing or managing a half dozen external evaluations of climate mitigation grants in energy and urbanisation in China. She previously worked as a lead analyst at the OECD DAC Network on Development Evaluation to promote learning, improve the impact of development interventions and support accountability for results. Prior to working at the OECD, she was as a Thomas J. Watson Research Fellow in Latin America and Africa, and worked for various US and international non-profit groups supporting peacebuilding and youth empowerment. She is a U.S.A. national and hold a Master's in Public Administration and International Management, a post-graduate diploma in Children, Youth and Development Studies and a B.A. in Economics and in Peace & Global Studies.

Panelists:

TAO Rui (China National Center for Science and Technology Evaluation) Tao Rui is a research fellow at NCSTE, affiliated to Ministry of Science and Technology. She is an evaluator with excellent planning, organizational, communication strengths as well as ability to design evaluation framework, conduct desk study, interview stakeholder, apply multiple evaluation methods, draft and present report. And, also expertise as a researcher with background of science & technology, policy and strategy, as well as management. Research on China's performance evaluation system and the application of evaluation result in policy making. She holds a Ph D., Science & Technology Policy, Institute for the History of Natural Sciences, Chinese Academy of Science, an M.E., Biomaterial, Beijing University of Chemical Technology; and a B.E., Polymer Science and Engineering, Beijing University of Chemical Technology.

Prior to that she served as a Visiting Research Scholar, School of politics and global study, Arizona State University, Tempe, USA; and as Project Manager, International department, Ministry of Finance. She was team leader for the Evaluation of World Bank china economic reform implementation project, World Bank and Ministry of Finance, 2014-2015.

Le YIN Ms. Lorraine Le YIN is the Program Officer of China Environment Management Program. She joined Energy Foundation in March 2015. Before joining the Foundation, Ms. YIN worked for The Nature Conservancy, The Climate Group and AECOM for 8 years on policy & regulatory research, strategy development, project management and corporate environmental management consultancy, in areas of energy, climate change, water and land conservation. Lorraine graduated from Peking University with the master degree of environmental science.

Kelly Hewitt (Independent Evaluation Office, Asian Development Bank) Kelly Hewitt, an economist, lawyer, and Harvard University Kennedy School MPA professional with 25 years of experience in international development and the energy sector, has a strong results-based background, with solid technical field experience designing, implementing, monitoring and evaluating project and program activities. She is currently an Evaluation Specialist with the Independent Evaluation Department of the Asian Development Bank.

Early in her career, Ms. Hewitt worked in Europe, Africa, and Asia as a young professional. After completing her master's degree in Applied Economics, she commenced her profession as an economist and market analyst with Washington Gas, where she conducted

competitive market analyses, and designed and monitored demand-side management retail programs – precursors to current climate change mitigation end-user energy efficiency activities. Later, she moved on to work for the Maryland Public Service Commission as a regulatory economist where her climate change mitigation expertise was applied to the retail power sector, and where she helped to formulate relevant policy – unbundling the state's electricity sector, and facilitating improved service delivery through market based rates with regulatory oversight, and increased competition. After receiving her Juris Doctor, Kelly worked with administrative law judges at the U.S. Federal Energy Regulatory Commission assisting in decision writings involving landmark U.S. electricity and natural gas restructuring issues. She again shifted her profession, transforming her role as adjudicator to energy law advocate and advisor. She worked with the mergers and acquisitions practice group of Winthrop, Stimson, Putnam & Roberts (Currently Pillsbury Winthrop); the Office of General Counsel for Constellation Energy's BGE; the law firm Bruder, Gentile & Marcoux; and later, as an on-site independent legal consultant—under a U.S. AID capacity building project—to a newly created energy regulatory commission in Dhaka, Bangladesh. From around 2007 until 2011, she served as Chief of Party for the USAID-Bangladesh's Improved Capacity for Energy Access Program.

Evaluation Conclave 2015 Pre-Formed Panel

Evaluations that make a difference: What we have learned from around the world (P-8)

Conducted by: *Martha McGuire & Mallika Samaranayake*

The project Evaluations that Make a Difference: Stories from around the world (*Evaluation Stories*) received an EvalPartners Innovation Challenge Award to promote the use of evaluation. Evaluation Stories is using the universally accessible form of stories to share examples of how evaluations have made a true difference to the lives of program recipients. Ten stories have been chosen from six regions (Europe, Africa, Australasia, South America/Caribbean, Asia and North America).

In this panel, we will share some of the stories of evaluations that have led to changes in people's lives. The stories are told from the perspective of evaluation users and program participants, and provide colourful examples of how evaluation can be a force for social betterment.

The panellists will draw lessons from across the stories about how to undertake evaluation so that it is more likely to result in positive change, engaging the audience in thinking about a time a time when they were involved in an evaluation that made a difference and the factors that contributed.

Biographies

Moderators: *Martha McGuire and Mallika Samaranayake*

Martha McGuire, MSW, CE brings more than 25 years of experience in the field, Martha has been involved in approximately 100 evaluations, and managed over 75. Martha was one of the first evaluators in Canada to be designated as a Credentialed Evaluator by the Canadian Evaluation Society. She is a respected evaluator who is recognized for the innovative approach she takes to evaluation design and her ability to synthesize detailed information into reports that are useful for decision-making. Martha has worked across a number of sectors, and is known for her expertise with evaluating multi-disciplinary and complex projects. She has conducted a number of evaluations in the international arena, where she has led projects for United Nations Organization for Education, Science and Culture (UNESCO), the International Atomic Energy Agency (IAEA) and USC Canada. Through her work with IOCE and EvalPartners, she has contributed to global understanding of evaluation.

Mallika Samaranayake is a Founder member and a Past President of the Sri Lanka Evaluation Association (SLEVA) 2006 - 2009. She was Founder member and member of the Strategic Advisory Team (SAT) of the Community of Evaluators (COE) - South Asia. She was a member of the Core Evaluation Team for Phase 2 of the Paris Declaration Evaluation (PDE) and served as Regional Coordinator - Asia / Pacific and PDE Phase 2 Evaluation Team won the "AEA 2012 Outstanding Evaluation Award". She has been recently appointed as member of

the International Steering Committee of the Joint MFS II Evaluation Program of NWO, Netherlands. She has been a visiting fellow of the Institute of Development Studies (IDS), University of Sussex, UK and has served in the positions of Participatory Development Specialist in the World Bank, Colombo Office and Joint Director - Self Help Support Program (Swiss Interco-operation) and Special Project Director - Ministry of Education (SLEAS). She has functioned as Team Leader / member of a large number of research assignments, evaluations and social assessments with consultancy experience over 20 years. She is currently serving as a Consultant Sociologist, Community Development Specialist, Monitoring & Evaluation Specialist and Workshop Facilitator / Trainer in Participatory Evaluation.

Panellists:

Rochelle Zorzi, MSc, CE has been involved in over 75 applied research and evaluation projects. As an experienced project manager, Rochelle is recognized for her ability to balance rigour with practicality, and her dedication to making a difference for her clients. She is also a skilled analyst, whether working with qualitative or quantitative data, and has a knack for synthesizing findings from multiple sources of evidence. Rochelle gained international recognition as a result of her lead role with the Canadian Evaluation Society's (CES) efforts to develop a Core Body of Knowledge (PDF) for evaluation. She has also promoted research into the value of evaluation, believing that evaluators must "walk the talk" by measuring and assessing the impact of their own efforts. More recently, she co-chaired an international group implement the project Evaluations that Make a Difference: Stories from around the world

Burt Perrin, MA, CE brings over 30 years of evaluation experience, much of it in the international realm. He brings a practical approach that focuses on ensuring that evaluations are useful and used to create positive change. From the beginning, he contributed to the development of the field as one of the founding board members of the Canadian Evaluation Society. Since then he has been on the boards of the European Evaluation Society as well as IOCE. He played a key role in the Core Body of Knowledge project and is co-chairs of an international group implement the project Evaluations that Make a Difference: Stories from around the world.

Evaluation Conclave 2015 Pre-Formed Panel

Spotlight on ECD – Different Perceptions on How to Develop Evaluation Capacities Worldwide (P-11)

Conducted by: *CLEAR South Asia/J-PAL South Asia*

Evaluations are an important pillar for the development of countries, as they enable stakeholders in political institutions to take evidence-based decisions. Evaluation capacity development (ECD) aims at enabling partner countries to conduct their own evaluations and to monitor the results of their actions, whereby “capacity development is the responsibility of partner countries with donors playing a support role” (Paris Declaration on Aid Effectiveness and the Accra Agenda, 2005/2008, page 4).

In the panel discussion, each panel member will introduce a different approach to evaluation capacity development and explain the experiences made with the approach. Thereby, different perceptions from large scale (worldwide multilateral initiatives, CLEAR global initiative) to medium scale (bilateral initiatives, Deval, CLEAR regional programs) to small scale approaches (university cooperations, CEval) will be offered. Moreover, the roles of partner- and donor countries in the different approaches will be discussed.

During the discussion, strengths and weaknesses of the different approaches will be assessed. Furthermore, a focus will be put on which approach is the best fit to which given context and which basic conditions have to be fulfilled by partner- as well as by donor countries in order for a specific approach to function.

Who will benefit?

The panel discussion is aimed at all those that are involved in the topic ECD. For example, as a lecturer or trainer of long-term and / or short-term training and further education. But ECD does not only include trainings, but also has to deal with transferring theoretical knowledge into practice and is used by decision-makers, how the institutionalization can be pushed by evaluation and how evaluation can be professionalized. Thus, the Panel is also directed to people who have to do with these tasks.

Biographies

Moderator: Prof Dr Reinhard Stockmann

Prof Stockmann is the Director of the Center for Evaluation (CEval) and Head of the Saarland University’s Master’s Degree in Evaluation, Germany.

Panellists:

Caroline Heider, Director General and Senior Vice President of the Independent Evaluation Group, World Bank Group, Washington, has more than 25 years of international experience, the majority of which in evaluation. Prior to the World Bank Group, she has worked with five multilateral organizations, including two international finance institutions (the Asian Development Bank and International Fund for Agriculture Development), a technical agency (UNIDO) and two Funds and Programmes of the UN System (UNDP and WFP). She is a life-time member of the International Development Evaluation Association (IDEAS). She has been a member of the American Evaluation Association, the Australasian Evaluation Society and the European Evaluation Society. She served a 2-year term as vice-chair of the UN Evaluation Group.

Urmy Shukla is Senior Capacity Building Manager for CLEAR/J-PAL South Asia at IMFR. She works on strengthening monitoring and evaluation capacity in the South Asia region. Urmy has experience in monitoring and evaluation for a wide range of partners, including UNESCO, the UK government, European Commission, USAID-PEPFAR, and the US Department of Health and Human Services, as well as local government agencies and NGOs in Ecuador and Brazil. At J-PAL South Asia, Urmy supports the CLEAR Initiative, developing and delivering courses and technical advisory services in impact evaluation, measurement, and survey design. Her doctoral work is in Sociology, where her research and teaching focus has been on economic development, human rights, and global health. Urmy also holds an MSc in Local Economic Development from the London School of Economics and a B.A. in Economics and Spanish Literature from Brown University.

Dr Stefanie Krapp, Head of Evaluation Department, German Institute for Development Evaluation (DEval), Germany is a Sociologist; employments as evaluator in development cooperation, Head of Department at the Center for Evaluation at Saarland University, advisor for the German Development Service in the field of Labour Market and Vocational Education Research in Laos and for CIM in the field of Evaluation Capacity Development at the University of Costa Rica, Senior Evaluation Officer at GIZ head quarter in Germany. Since August 2012 she holds the position as Head of Department at the German Institute for Development Evaluation (DEval).

Evaluation Conclave 2015 Pre-Formed Panel

Does Management Response to Evaluation Enhance the Use of Evaluation? (P-13)

Conducted by: *Gana Pati Ojha, Kezang, Bhabatosh Nath & Ramesh Tuladhar*

A study on management response to evaluation (MRE) was conducted in Bangladesh, Bhutan and Nepal with the main aim at strengthening an enabling environment for evaluation by assessing evidences on the demand for and use of evaluations through the use of MRE tool in South Asia. The specific objective was to assess the status of MRE practice in Bangladesh, Bhutan and Nepal.

Methodology

MRE study was conducted with four types of 108 stakeholder organisations such as government (38), UN systems (17), donor community (16) and I/NGOs/private sector (37) which were selected purposively. The study used mixed method of research. The quantitative information was collected through document review, especially regarding the number of evaluation conducted, reviewed, MRE action plan, sharing evaluation with stakeholders and use of evaluation in decision making. The qualitative information was obtained from the respondents, mainly the monitoring and evaluation personnel in the respective organisation. A questionnaire with 16 main questions which embodied both quantitative and qualitative information was developed. The information was collected from face-to-face interview as well as through self-response in writing. Data analysis was done using descriptive statistics mainly the mean and frequency count. The information is analysed across the countries comparing the status of MRE use among the government system, UN systems, donor community and I/NGOs/private agencies. Each country had a separate study team led by respective country focal point. Three different mechanisms were used to assure the quality of the study which included formation of the study reference group in each country, frequent communication between the respective country focal point and study coordinator, and orientation of study methodology in each country facilitated by the study coordinator.

Results

MRE has been an area of practice with donors and UN system and, to some extent, with INGOs. However, it is

a new concept for government and local NGOs/private agencies. The M&E leaderships in Bangladesh, Bhutan and Nepal have recently realised the importance of MRE in decision-making process and have accordingly incorporated it in their new national M&E framework/guidelines and policies. These policies and framework/guidelines are important elements for creating enabling environment for MRE and use of evaluation information in decision-making.

Capacity of agencies to prepare MRE plan and implement has been a challenge to all stakeholders studied. There is rarely any fund allocated for the implementation of MRE plan with any of these agencies. The government agencies and local NGOs are also constrained with the human resources.

Grassroots beneficiaries are neglected stakeholders of almost all agencies under study, in terms of sharing the evaluation and the MRE plan which can be considered as violation of the human rights issues, particularly the right to information of these beneficiaries.

In conclusion, there has been enabling environment gradually developing in the three countries through the formation of evaluation policy and M&E guidelines which have included MRE as an integral part of evaluation. Capacity of agencies to prepare and implement MRE plan has been a challenge to all stakeholders studied. More crucial is the financial constraints for governments and local NGOs to prepare and implement MRE.

Biographies

Moderator: Robert McLean

Robert McLean works in the Policy and Evaluation office of Canada's International Development Research Centre and is the current and final coordinator of the IDRC's evaluation field-building program in South Asia. Rob is cross-appointed as a Lead Evaluator at the Canadian Institutes of Health Research. He has conducted evaluations ranging from large international institutions to First Nations groups in isolated regions of Canada. He has managed education programs in Uganda and South Africa, and has conducted research for the Reserve Bank of India. He has published in multiple health sciences and evaluation books and journals. Rob has completed degrees through the University of Manchester, UK; the University of KwaZulu-Natal, SA; and, Carleton University, Canada.

Panellists:

Gana Pati Ojha: Gana Pati Ojha is chairperson of COE-Nepal and Vice-president of COE-SA. He is a free-lance evaluator and has experience in development cooperation for over 35 years in a wide range of themes over a dozen of countries with several agencies. He has conducted about three dozens of evaluations, 1.5 dozens of researches and has a credit of over 4 dozens of publications. He is committed for promoting evaluation nationally and regionally.

Kezang: Kezang is the Honorary Executive Director of Evaluation Association of Bhutan. He is the Project Director for the EuropeAid SWITCH-Asia Green Public Procurement in Bhutan Project and Managing Partner of InfoAge Consulting, a management consulting firm based in Thimphu. He has 19+ years of combined unique tri-sector (public – private – civil society) collaboration and management experience. He is a passionate holistic sustainability practitioner and “happiness in business” transformation explorer.

Bhabatosh Nath: Bhabatosh Nath has more than 30 years’ experience in Development Programmes comprising design, implementation, management and evaluation of projects in National, International, Donor, Embassy and Government organizations. He has work experiences in Bangladesh, Nepal, Sri Lanka and Uganda. At present Mr. Nath is the CEO of a development consulting firm “Responsive to Integrated Development Services” (RIDS). Nath holds a M.Sc. in Statistics.

Ramesh Tuladhar: Ramesh Tuladhar, a professional Geologist, developed his carrier as a manager of development works for 30+ years in mineral and water resources development and disaster management. His works include commissioning, conduct, research as well as practice of monitoring and evaluation. He is the founder Chairperson of CoE-Nepal and currently he is engaged with a World Bank supported project as a Monitoring and Evaluation Specialist.



Evaluation Conclave 2015 Pre-Formed Panel

Strengthening the Utilization focused evaluation approach using a Communication Strategy: Case Studies from Asia (P-15)

Conducted by: *Sonal Zaveri, Vira Ramelan, Barnabas Kindo & Jacqueline Chen*

Utilization-Focused Evaluation (U-FE) begins with the premise that evaluations should be judged by their utility and actual use; therefore, evaluators should facilitate the evaluation process and design any evaluation with careful consideration of how everything that is done, *from beginning to end*, will affect use.¹ Use concerns how real people in the real world apply evaluation findings and experience the evaluation process. Therefore, the *focus* in utilization-focused evaluation is on intended use by intended users. However experience in piloting this approach in the Asia-Pacific with a variety of information technology for development projects has informed that *USE needs to be communicated effectively, as it does not happen automatically*.²

The panel will inform how utilization focused evaluation test drove communication strategies to enhance the evaluation learning culture within the organization as well as promoted communication of its findings.

Three case studies provide insights into how a 12 step communication strategy that complemented the 12 steps of the UFE approach enabled the communication of research and evaluation findings and strengthened use. Three diverse, innovative ICT projects in Assam (mapping health rights violations among tea garden workers), in Cambodia (using an application to improve TB detection and care) and in the Cook Islands (using an application to preserve and promote the endangered Maori language) were mentored to focus early on communication planning to enhance the reach and use of evaluation outcomes.

Evaluation and communication mentors built capacities in three organizations using different strategies. Lessons learned has resulted in a hybrid UFE model, available for replication that complements Use and Communication strategies from the evaluation design itself.

This model will help decision makers understand how to strengthen use of evaluation by complementing with a communication approach.

Biographies

Moderator: Sonal Zaveri

Dr Sonal Zaveri is an independent consultant and evaluator, and international advisor to the Child-to-Child Trust, University of London UK and an advisor to the feminist evaluators' network www.feministevaluation.org. She writes, trains and presents on issues of rights, participation, and gender and in the use of utilization focused evaluation, feminist evaluation and participatory, empowerment, and transformative approaches. Previously, she has worked in academia; and current work experience includes government, non-government organizations, INGOs, foundations, the UN and multilaterals. She lives in India and has worked in about twenty countries across Asia, East and West Africa, Asia-Pacific, Central Asia, Middle East and Eastern Europe.

Panellists:

Vira Ramelan, PhD is a communication consultant, based in Jakarta, Indonesia. She brings strong background and experience in the field of communication for development. She has more than fifteen years of professional working experience with various international development projects. She is currently a Research Communication mentor for IDRC's DECI-2 project.

Barnabas Kindo is a social activist, engaged in capacity building and public action to reclaim justice and rights for Adivasi community of Assam. Founder member of key Adivasi organisations including All Adivasi Women's Association of Assam. Has been working on maternal health for safe motherhood through community participation. Is a deputy director of PAJHRA.

Jacqueline Chen is the Country Director of Operation ASHA (Cambodia). Operation ASHA is an award winning NGO specializing in tuberculosis treatment and prevention with operations in India, Cambodia and care model replicated in parts of Africa. Operation ASHA's competitive advantage is leveraging technology to delivery care in the community

¹ Patton, M.Q. 2008. *Utilization-focused evaluation*, 4th. edition. Sage

² Ramirez, R. & Brodhead, D. 2013. *Utilization-focused evaluation: A primer for evaluators*. Southbound: Penang.

Evaluation Conclave 2015 Pre-Formed Panel

The role of evaluations in bridging equities: Experiences from South Asia and beyond (P-16)

Conducted by: *IDRC, Canada*

This panel explores the role of monitoring and evaluation systems in impacting equities. The four papers in the panel focus on the changing role of monitoring and evaluation systems from passive observation towards an active 'participant' in developing and enhancing workable solutions for reducing inequities. The papers will highlight the roles of evidence and theory in developing context-sensitive interventions to address inequities. All four papers will highlight the types of data that were collected to understand the contextual drivers of inequities.

Six interconnected themes are explored in this panel:

- The role of data in sharpening a focus on inequities and why our theories of change need to often be re-developed with a clearer focus on inequities;
- How program implementation needs to be nimble to learnings about inequities and the types of data systems that support such an enhanced focus on equities;
- Conditions under which community monitoring systems can empower disadvantaged individuals;
- How evaluations can help understand the context that drive inequities in violently societies;
- The relationship of equities to quality and sustainability;
- Role(s) of evaluators in equity-focused evaluations.

The papers in this panel include along with primary questions probed include

Letting the Evidence Lead: Good Evaluation Means Taking a Position on Equity by Katherine Hay

How can evidence and theory help evaluators move from being passive observers to equities to 'participants in the way development unfolds'? How can evidence help inform the positions we take on equity as evaluators?

Community Based Monitoring and Planning of Health Services: a step towards equalizing hierarchical relationship between the health system and marginalized communities by Nilangi Sardeshpande.

What are pathways by which community based monitoring make a difference to health inequities? Under what conditions can community-based monitoring challenge social hierarchies in villages?

Evaluation in the Extreme: The Role of Evaluation in Violently Divided Societies by Colleen Duggan, International Development Research Centre, Ottawa, Canada.

How can evaluations help understand the context of violence? Under what conditions can an aid intervention in a violent divided society make a difference? What makes evaluation 'in the extreme' different from the 'standard' evaluation?

Enhancing Maternal Health in Uttar Pradesh: Deepening the connections between equity, sustainability and quality by Sanjeev Sridharan, Arnab Dey & Aparna Sheth.

What is the relationship between equity, sustainability and quality? How can a focus on quality be enhanced with a simultaneous focus on equity and sustainability?

Biographies

Moderator: Sharmila Mhatre

Sharmila Mhatre is Program Leader, Governance for Equity in Health Systems; and Project Leader, Nigeria Evidence-based Health Systems Initiative at the International Development Research Centre. Sharmila has more than a decade of experience studying health systems in countries in Africa and South Asia, community-based health information systems, and the prevention of sexual violence and HIV/AIDS.

Panellists:

Arnab Dey is a Senior Manager at Sambodhi Research & Communications and currently supports the MLE activities of the BMGF supported UP-TSU. His areas of expertise include process evaluations and frameworks for complex health systems. He is also interested in utilization focussed evaluations and field building on developmental evaluation principles.

Katherine Hay is Deputy Director at the Bill and Melinda Gates Foundation. She leads the monitoring, learning, and evaluation function for the Bill and Melinda Gates Foundation in India. Katherine brings a strong gender and equity focus to her work. She has written on women's empowerment, feminist evaluation, and evaluation capacity building.

Colleen Duggan is a Senior Specialist at the International Development Research Centre (IDRC) and brings her passion for human rights, justice and equity to IDRC's Policy and Evaluation Division. Before joining IDRC in 2001, she worked for more than a decade with the UN system in Colombia, Guatemala, El Salvador, and New York. Colleen has taught evaluation internationally on 4 continents and publishes whenever she can on issues of evaluation ethics, public policy evaluation, peacebuilding evaluation, and evaluation in contexts of violence and conflict.

Dr Nilangi Sardeshpande is currently working as an independent health researcher. After working as a clinician for few years, Nilangi pursued Masters in health sciences and later PhD in Social Sciences. The doctoral research has looked into women's access to and experiences of hysterectomy in rural Maharashtra. Her areas of research include health equity, nutrition and women's health.

A post-graduate in management, **Aparna Seth** has progressive experience in evidence-based program evaluation in public health practice. Her research areas include maternal and child health, gender-based violence and health equity. Aparna is Project Manager for the BMGF supported MLE of the Uttar Pradesh Technical Support Unit in Uttar Pradesh, India.

Sanjeev Sridharan is the Director of the Evaluation Centre for Complex Health Interventions at the Li Ka Shing Knowledge Institute at St. Michaels Hospital and Associate Professor of Health Policy, Management and Evaluation at the University of Toronto.

Evaluation Conclave 2015 Pre-Formed Panel

Collaboration in M&E: An Opportunity to Achieve Better Gender Outcomes (P-17)

Conducted by: *Dasra, Mumbai, India*

Gender gaps and inequalities are a widespread feature of Indian society. Gender inequalities continue to characterize the landscape of most development areas ranging from education and health to work participation and decision making. Due to this reason, gender is increasingly regarded as a 'cross cutting' issue in policy and programming in India. Ironically, however, gender is also perceived as secondary and routinely overshadowed by other program components.

Recently, there is an increasing demand from donors and the government for social enterprises to demonstrate transparency in systems and greater impact. Consequently, we are seeing increased interest in monitoring and evaluation (M&E) methods. The increased attention that M&E has gained in the last few years presents an opportunity to incorporate gendered analysis into currently used methods and tools. The work of gender sensitive scientists suggests that "articulating the processes and factors leading to gendered outcomes can help develop more effective policies and programmes".

Collaboration is an integral ingredient for creating value when thinking about mainstreaming gender in M&E. The basic building blocks of M&E including Theories of Change, M&E plans, measurement tools and data analysis will require organisations to both pull resources within the organisation and seek appropriate external support. M&E is not a stand-alone activity. Instead, it is intrinsically linked to the process of developing evidence based programme design (and re-design or modification) and thus it is important to build a culture of evaluative thinking across organizations. The enthusiasm around M&E today is exciting news for the development sector, however, placing it within the context of a collaborative and gendered lens will lead to significantly improved program design and more nuanced measurement of relevant outcomes

Who will benefit?

Through this panel we plan to invite speakers that think critically about M&E within their organization. Specifically two organizations in Dasra's portfolio, Naz Foundation and Eco Femme, will showcase how, through effective partnerships,

they have developed a culture of evaluative thinking from the ground up and are using M&E insights to bring about large scale social change in their respective domains. We expect donors, programme organizations and evaluators to learn the most from this panel. Specifically, they will learn more about how to strengthen their engagement around M&E with each other and how to take it beyond a mere reporting and accountability exercise to continuous evidence-based program improvement and generating evidence to influence policy decisions .

The audience will also gain an understanding of how Dasra, an intermediary, is supporting organizations to mainstream a gender perspective in their M&E starting from the articulation of their Theory of Change to analysis, reporting and advocacy. Furthermore, Dasra will also provide insights into how it has helped organisations develop M&E plans that apply the appropriate measurement methodology to answer their questions. Thus, the audience will learn how to build a culture of evaluative thinking across development stakeholders thereby enabling civil society organisations to better articulate, measure, use and communicate the change they are able to bring about, as well as engender it.

Biographies

Moderator: Katherine Hay

Katherine Hay leads the M&E work for the Bill and Melinda Gates Foundation in India. This leadership roll includes evaluative work and evidence based strategy. Katherine brings a gender and equity focus to her work. She writes on empowerment and feminist evaluation and has supported organizations to establish equity oriented evaluation systems.

Panellists:

Kalyani Subramanyam (Programme Director, Naz Foundation) Kalyani has around 17 years of experience with programs around gender and adolescence. She was instrumental in helping initiate the Goal program at Naz in 2006 and since then has been involved full-time with the development of the Goal program, a sports based initiative for empowerment of adolescent girls.

Kathy Walking (Cofounder, Ecofemme) Kathy became increasingly interested in how local women manage their menstruation, since teaming up with Auroville Village Action Group 7 years ago. This led

to the design of the Eco Femme project as an integral approach to menstruation. Eco Femme brings together her passion for systems approaches to social change, co-creative partnerships, women's empowerment and environmental sustainability.

Shubh Sharma (Monitoring and Evaluation Team Lead, Dasra) Shubh has seven years of experience in evaluation and policy research on women's education, work and wellbeing. Before Dasra, she was a

Technical Specialist with the International Center for Research on Women. She has also worked on a program for communicating and strengthening evaluation capacity based on gender and collaborative approaches in India.



Evaluation Conclave 2015 Pre-Formed Panel

Use of evaluation for decision making and policy influence (P-19)

Conducted by: *IDRC Canada*

The [Think Tank Initiative](#) (TTI) is a 10-year multi-funder, global program that aims to strengthen a diverse group of think tanks by providing a combination of long-term financial support and ongoing technical assistance. The purpose of TTI is to strengthen a select group of independent policy research organizations or “think tanks” in developing countries that provide objective, high-quality research that both informs and influences social and economic policies and in turn contributes to the development of more equitable and prosperous societies.

This panel brings together representatives from three TTI-funded social and economic think tanks in South Asia and one South Asian policymakers to discuss experiences and lessons learned from TTI, as well as from the panelists’ own experience. The panelists have extensive experience monitoring and evaluating government policies, from social development, economic and environmental policies. Drawing on extensive practical experience of research and policy engagement in diverse contexts, panelists will share experiences of the opportunities and challenges of using evaluation as a tool to influence both policy and practice.

Panelists will share their perspectives on issues such as:

- o Can evaluations catalyze learning and enhance performance for policy influence?
- o What are the factors that influence the use of evaluations by decision makers?
- o What can be done to enhance use of evaluations?

Below are a few examples of the types of evaluative policy work undertaken by these institutions:

Increasing Employment Options for Disadvantaged Groups in India

The Indian Institute of Dalit Studies (IIDS) is a non-profit, non-governmental organization founded by social activists and academics who sought to understand the causes and effects of discrimination in Indian society and to recommend policies to overcome

it. Since it was established in 2003, IIDS has studied the discriminatory hiring practices of private employers, the effects on the groups who suffer discrimination and the potential for a private sector affirmative action policy. After considerable research and open dialogue with stakeholders, IIDS proposed a compulsory, quota-based affirmative action policy for the private sector.

The Indian government endorsed IIDS’s policy in 2007, although it chose to make it voluntary and self-regulatory, with an associated code of conduct and periodic reporting requirements. IIDS is currently involved in evaluating the private sector’s implementation of the policy. As a result of its work on this issue, IIDS has become known as a leader in the study of economic discrimination, and now runs a separate research unit on social exclusion and discrimination.

Read the full story: [Increasing Employment Options for Disadvantaged Groups in India](#)

Changing Gender Roles in the Labour Force in Pakistan

Established in 1995, SPDC is a non-profit, policy research institute that provides independent reviews and evaluations of social policies in Pakistan, often with a gendered perspective. In 2009, it launched its Annual Review of Social Development in Pakistan 2007-08 entitled Women at Work. This pioneering study presented objective and in-depth analyses of women’s employment in the country. It focused on topics such as entrepreneurship, microcredit, occupational segregation, the gender wage gap, sexual harassment in the workplace and labour laws. While a lack of opportunities for women in Pakistan is often attributed to poverty, this study made it clear that exploitation, harassment and legal issues also play key roles. The report noted that over 78 per cent of women of productive age are out of the labour force and that the ratio of male to female workers is approximately 4:1 in Pakistan.

Based on evaluations of government policies, SPDC makes recommendations on how to effectively encourage female participation in the workforce. These

policy evaluations include access to credit, tax benefits, labour law reforms, social protection and other gender specific labour policies.

Read the full story: [Changing Gender Roles in the Labour Force](#)

Evaluating Grassroots Access to Finance in Nepal

The Institute for Social and Environmental Transition – Nepal (ISET-N) is a not-for-profit organization that studies and analyzes the developmental consequences of social and environmental change, particularly in the areas of climate change, water resources, migration, and urbanization.

Financial lending has long been a major challenge in Nepal, despite the country's support for a movement known as *swabalamban* (self-reliance). This approach suggests that households can break free of the poverty cycle through increased access to resources and asserts that individuals must take charge of their own wellbeing through self-empowerment and collective stewardship. The concept was operationalized in the 1990s by the country's Rural Self-Reliance Development Center (RSDC) and focused on improving access to financial services through the establishment of savings and credit cooperatives. Yet, despite the growth in the number of microfinance service providers, access to micro-finance services for the poorest members of the population remained limited in Nepal. With more than two decades of experience with Nepal's poorest households, the RSDC decided to address this problem by building on the success of the savings and credit cooperatives to create a financial lending institution, RSDC Microfinance Institution Limited (RSDCMIL).

Since the new financial institution began its operations, ISET-Nepal has continued to work with RSDC and RSDCMIL to monitor its activities. The Institute has used Think Tank Initiative funds to examine how RSDCMIL might help local producers access innovative technology, link with markets, and improve their management capacity.

Read the full story: [Improving Grassroots Access to Finance](#)

Biographies

Moderator: Julie LaFrance

Julie is the Senior Program Specialist – Capacity Development and Program Learning at the Think Tank Initiative. Julie holds a Master's degree in International Business Economics from Aalborg University in Denmark and an undergraduate degree in Business from Catawba College, North Carolina. Prior to joining the Think Tank Initiative, Julie was a consultant for 8 years with the International Finance Corporation in Washington, DC. Her role included building capacity

of financial institutions and other financial sector stakeholders in emerging markets to integrate environmental and social considerations into their lending practices and develop new business in sustainable energy finance. She was responsible for managing grantees and raising donor funds for the Sustainable Financial Markets Facility from 2003 – 2007. She has worked for the UN Educational, Scientific and Cultural Organization (UNESCO) in Thailand where she focused on resource mobilization and partnership development. Julie has worked for various institutions in Canada including McGill University and Oxfam Quebec.

Panelists:

Prof. Dr Khalida Ghaus, Director of the Social Policy Development Centre, Pakistan and a former Director, Centre of Excellence for Women Studies, Chairperson (Department of International Relations, University of Karachi) and Pakistan Centre for Democracy Studies. With a teaching/ research experience of 30 years, Dr. Ghaus has extensively worked on foreign policy, development, and gender issues besides being actively involved in the Neemrana process (Track II initiative). Author of a book and several monographs, she has given lectures in Canadian and American Universities besides attending the sessions of the UNHCR. She has been involved in policy-making (both) with the Federal and Provincial Governments on gender-related issues and is a member of several Technical Committees, Public Policy Committees, Advisory Committees and professional bodies.

Dr Ajaya Dixit is directing regional research on climate changes impacts on flood, drought and food system adaptation in South Asia. He is Executive Director of Institute for Social and Environmental Transition (ISET) Nepal. He is Chairman of the Board of Directors of Nepal Water for Health, Founder of Nepal Water Conservation Foundation and Editor of Water Nepal a journal addressing interdisciplinary water and development issues. His current research is the study of adaptive approaches to floods and droughts in South Asia and the study of impact of Global Environment Change on food systems.

Dr Gobinda C Pal is a Senior Fellow at the Indian Institute of Dalit Studies (IIDS), New Delhi. He officiated as director of the Institute over one year. In the Institute, he leads the team engaged in policy engagement and communication (PEC). Over the last two decades, he has worked in the premier Institutes of the country like National Council of Educational Research and Training (NCERT), National University of Educational Planning and Administration (NUEPA), Jawaharlal Nehru University (JNU) and Tata Institute of Fundamental Research (TIFR). He has teaching experience of five years at university level. His research interest includes understanding issues related to human development with a special focus on marginalized groups. He has been engaged in research in the areas of cognition and education, social exclusion, caste-based discrimination and atrocities, disability and inter-sectionality, impact evaluation and inclusive policies. To his credit, he has a book and several monographs besides over 30 research papers in edited books and academic journals.

Evaluation Conclave 2015 Pre-Formed Panel

Innovative Experiments for Evaluation Use and Policies (P-21)

Conducted by: *Community of Evaluators, South Asia*

Community of Evaluators South Asia (CoE-SA) took on three innovative ideas under the Innovative Challenge Award of Eval Partners / International Organisation for Cooperation in Evaluation (IOCE) during the year 2014-15 and produced ground-breaking results in promoting the use of evaluation in South Asia. The innovative ideas were (a) enabling utilization of a context specific engendered evaluation framework/guidelines for highly vulnerable girls in the South Asia context, (b) assessing the status and developing Management Response to Evaluation (MRE) index in Nepal, Bhutan and Bangladesh, and (c) engaging parliamentarians and Government bureaucrats for an evaluation culture in India, Bangladesh and Nepal.

All the three innovative ideas and the expected results were for use by the policy makers, program designers and evaluators from the government, UN agencies, donor community and civil society organisations for programs and policies in South Asia related to the overall development of the countries.

The innovative ideas were led by three founders and office-bearers of CoE-SA with the support of the members & VOPE / Network partners of CoE-SA and other stakeholders from South Asia.

Methodology

Used a *utilization focused development evaluation methodology* to develop an evaluation framework/guidelines for working with the most vulnerable adolescent girls. Locally developed tools included gender aware participatory evaluation and they provided the foundations for evidence gathering. In all, 44 adolescent girls, 8 mothers and 9 key influencers or decision makers were involved in the study, a total of 61 persons. Based on the findings, a guide for evaluation was developed and shared with decision makers in three countries, India, Sri Lanka and Bangladesh.

To study the status and derive MRE index, documents of 108 organisations from the government, UN agencies, donor community and civil society organisations in Nepal, Bhutan and Bangladesh were studied and M&E personnel interviewed. Data were collected

and validated through questionnaire and workshop respectively. Each country had a team to conduct the study which was supported by a study reference group in each country to maintain quality and facilitated by the overall team leader.

Catalysts and mentor from Bangladesh, India and Nepal journeyed through a process of engaging and building enabling environment in their respective countries with the govt officials, parliamentarians and evaluation associations / institutions. They used strategies of one-to-one dialogue, f2f meetings, Round Table meetings, formation of discussion groups like City Group & Parliamentarian Group.

Discussion

- (a) The study indicated that girls who are at risk have little power over decisions related to their own lives. Government sponsored programs for education, livelihood, health, and so on do not address the barriers for utilization of these services. As a result the cycle of vulnerability is perpetuated. Most support programs do not address the power imbalances in girls' lives and this is a critical flaw in the sustainability of change in girls' lives. Based on the analysis of girls' lived realities, a framework was developed that addressed a) how to do evaluations with high risk girls to understand their lived realities and b) use of a hybrid framework that integrates child rights and women's empowerment principles.
- (b) The UN agencies and donors had evaluation and MRE policies, whereas government agencies though did not have explicit evaluation and MRE policies, did have certain guidelines/framework to conduct evaluation. MRE was a new concept for the government agencies. Use of evaluation findings for decision making was done more by UN agencies followed by donors and least by government agencies. It also varied sharply by agencies from country to country. What had been common were that there was a need for creating evaluative culture, developing capacity of users on evaluation, promoting activities for organisational

ownership, use of participatory approach to evaluation, etc.

- (c) Engaging government bureaucrats & parliamentarians had the findings of (i) M&E guidelines exist in Asian countries but no State or National Policies; (ii) M&E has not become internal and in-built measuring system rather it functions as externally driven; (iii) Openness in government officials, parliamentarians for genuine interactions on M&E; (iv) Need strategies for enabling Environment – understanding on the ‘eco or enabling system’, continuous dialogue with the key public servants and parliamentarians; (v) Comprehensive regulation of the existing provisions and guidelines of M&E is a huge challenge.

Biographies

Moderator: Pramod Kumar Anand

Dr P K Anand is a Fellow of the Indian Institute of Foreign Trade and holds a Ph D in Economics. He currently works in NITI Aayog, Government of India (Gol) and handling Evaluations; Mid-Term 12th Five-Year Plan Appraisal etc. Previously he served in the State Government of Rajasthan and in the Government of India (Gol). In Gol he had been Sr. Adviser, Planning Commission; Joint Secretary (JS) in the Ministry of Rural Development and in the Ministry of Defence; Director (Exports) in the Ministry of Textiles etc. In Planning Commission, besides Industry, Minerals, Research, Economic Divisions he was also heading Programme Evaluation Organisation having 15 field units across the country.

Panellists:

Dr Sonal Zaveri, Secretary, CoE-SA, is an independent consultant and evaluator, founder member and secretary of the Community of Evaluators South Asia www.communityofevaluators.org, international advisor to the Child-to-Child Trust, University of London UK and an advisor to the feminist evaluators’ network www.feministevaluation.org. She writes, trains and presents on issues of rights, participation, and gender and in the use of utilization focused evaluation, feminist evaluation and participatory, empowerment, and transformative approaches. Previously, she has worked in academia; and current work experience includes government, non-government organizations, INGOs, foundations, the UN and multilaterals. She lives in India and has worked in about twenty countries across Asia, East and West Africa, Asia-Pacific, Central Asia, Middle East and Eastern Europe.

Dr Ganapti Ojha, Vice President, CoE-SA, is the chairperson of COE-Nepal and Vice-president of COE-SA. He is a free-lance evaluator and has experience in development cooperation for over 35 years in a wide range of themes over a dozen of countries with several agencies. He has conducted about three dozens of evaluations, 1.5 dozens of researches and has a credit of over 4 dozens of publications. He is committed for promoting evaluation nationally and regionally

Mr Chelladurai Solomon, Treasurer, CoE-SA, is a Sociologist with a Postgraduate in Development Management from the International Institute of Social Studies of Erasmus University, The Hague, Netherlands. He has had more than two decades of experience in the field of monitoring and evaluation. He has led and been mentor of evaluations of development programs in South Asia. He has also accomplished short action researches on issues of governance, child labour system, profile of conservancy workers etc in India. He was a member of the extensive research on the appropriateness of the evaluation framework Utilization Focused Evaluation (UFE) in Asia.

Evaluation Conclave 2015 Pre-Formed Panel

Visions for EvalYouth (P-22)

Conducted by: *Bianca Montrosse-Moorhead & Marie Gervais,
EvalYouth Co-Chairs*

A strategic investment in young and emerging evaluators is important for economic, ethical, and professional reasons. From an economic perspective, evaluation is central to the development process in any country, yet these efforts are often challenged by a lack of evaluation capacity within the region. Ethically, there has been an increased push globally to be more equitable and inclusive in evaluation. This focus requires that the perspectives of young and emerging evaluators be included in these conversations. If these perspectives are to be realized, then professional supports (e.g., mentorship, educational opportunities) are also needed.

With these ideas in mind, EvalPartners initiated EvalYouth in early 2015 as part of the International Year of Evaluation (EvalYear). EvalYouth was conceptualized as a multi-stakeholder partnership to promote the interests and needs of young and emerging evaluators. EvalYouth seeks to coordinate and maximize efforts in evaluation, through a) social mobilization of key actors; b) promotion of practical innovation; and c) facilitation of learning and sharing of experiences.

This 1.5 hour panel will bring awareness to the EvalYouth Initiative and its' associated activities, provide an opportunity for participants to hear about how other organizations across the world are working to build evaluation capacity, and facilitate sharing of experiences from young and emerging evaluators.

Who will benefit from the panel and in what ways?

Young and emerging evaluators attending this panel benefit through comparing and contrasting their own experiences with the experiences shared, participating in the discussion afterwards as a means to share their own experiences and learn from one another, and networking with other new and emerging evaluators. They will also benefit by learning about upcoming events sponsored by EvalYouth, as a means to improve their capacity to conduct technically sound evaluations.

Individuals representing organizations and those in leadership positions will benefit by learning about the EvalYouth Initiative. They will also benefit by

learning about, reflecting on, and discussing how other organizations across the world are working to build evaluation capacity. In doing so, they will be able to reflect on and contribute to the conversation regarding how their cultural context might shape evaluation capacity development in the contexts in which they work.

Biographies

Moderators: Bianca Montrosse-Moorhead & Marie Gervais

Dr Montrosse-Moorhead is an assistant professor of Measurement, Evaluation, and Assessment and Coordinator of the Graduate Certificate in Program Evaluation at the University of Connecticut, and co-chair of the EvalYouth Global Network. In 2014, she was the recipient of the American Evaluation Association's Marcia Guttentag Promising New Evaluator Award, the association's only early career award given to young and emerging evaluators.

Dr Gervais, CE, has served since 1988 as a professor at Laval University, Canada. She is Vice-President of IOCE, co-chair of EvalYouth, and Vice-President of the RFE. She was recipient of the 2014 Award granted by the Government of Benin for her contribution to the evaluation of public policies, of the 2012 Award for Contribution to Evaluation in Canada granted by CES and of the 2007 Recognition Award granted by SQEP.

Panellists:

Khalil Bitar is a Palestine-based evaluator and an M&E expert and works as an independent consultant with several governmental institutions and local and international nongovernmental organizations in Palestine and the MENA region. He is a co-founder and the director of the Palestinian Evaluation Association.

Victor Mabika is the Zimbabwe Evaluation Association Secretary General. He currently serves with UNICEF Zimbabwe on consultancy as a Research Assistant. He has over 2 years of experience working with M&E programmes, including real-time data collection and monitoring, data analysis, research ethics, capacity building.

Mahamed Rage, MPhil, MA, MCOM, has extensive work experience in development research, project management, monitoring and evaluation (M&E) capacity building, and funding procurement for development organizations. Currently, he is the M&E coordinator for the City of Cape Town's Violence Prevention through Urban Upgrading and M&E consultant for the Ceasefire gang violence programme in Cape Town, South Africa.

Rosetti Nabbumba Nayeng, M.A., has over 15 years experience in policy development and research, monitoring and evaluation, gender mainstreaming, and public financial management systems. She is currently the General Secretary for the Uganda Evaluation Association and a member of the International Development Evaluation Association.

Evaluation Conclave 2015 Pre-Formed Panel

From Evaluation to Scale-up: Role of Evidence in Expanding Bandhan Konnagar “Targeting the Hardcore Poor” program in India (P-23)

Conducted by: *J-PAL/CLEAR South Asia*

While recognising that evidence from evaluations form only part of a decision of a government, donor, or NGO to adapt and scale-up an intervention, we believe that a key role of the Conclave should be to showcase examples where evidence is translating to policy change. J-PAL and CLEAR South Asia propose highlighting a case where a program implemented by Bandhan Konnagar in West Bengal has been scaled-up to five states across India based in part on evidence from an impact evaluation of its effectiveness and efficiency. Conclave participants interested in evidenced-informed decision-making will benefit from learning about the role of the evaluation in convincing donors, government, and implementing partners to adopt the program.

Format:

- Urmy Shukla would open the session with an overview of the opportunities and challenges in translating evaluations to policy uptake;
- Debasish Ray Choudhuri would give a 15 minute presentation on the Targeting the Hardcore Poor Model and its contextualization and expansion following the evaluation;
- Ruchika Singh would give a 15 minute presentation summarizing the results of the West Bengal evaluation and the role J-PAL played in presenting the evidence and building buy-in from policymakers;
- Next would be the perspective of a partner to be confirmed [either Government of Rajasthan (GoR), Rural Development Department (RDD), ITC Corporate Social Responsibility Department, or Aga Khan Rural Support Program (AKRSP)]; and
- Discussion moderated by Urmy.

Biographies

Moderator: Urmy Shukla

Urmy Shukla is Senior Capacity Building Manager for CLEAR/J-PAL South Asia at IFMR. She works on strengthening monitoring and evaluation capacity in the South Asia region. Urmy has experience in monitoring and evaluation for a wide range of partners, including UNESCO, the UK government, European Commission, USAID-PEPFAR, and the US Department of Health and Human Services, as

well as local government agencies and NGOs in Ecuador and Brazil. At J-PAL South Asia, Urmy supports the CLEAR Initiative, developing and delivering courses and technical advisory services in impact evaluation, measurement, and survey design. Her doctoral work is in Sociology, where her research and teaching focus has been on economic development, human rights, and global health. Urmy also holds an MSc in Local Economic Development from the London School of Economics and a B.A. in Economics and Spanish Literature from Brown University

Panellists:

Debasish Ray Choudhuri – CEO, Bandhan Konnagar

Ruchika Singh – Ruchika Singh is a Project Manager (Policy) at J-PAL South Asia at IFMR. Based in New Delhi, she works on the scaling-up of programs identified on basis of J-PAL’s research and evidence. Prior to joining J-PAL South Asia at IFMR in 2014, she was associated with The Hindu Centre for Politics and Public Policy, where she conducted research on various aspects of the functioning of political parties in India. She has worked with the Association for Democratic Reforms (ADR), a nonprofit organization working on electoral political reforms in India. At ADR, she spearheaded a number of research and information outreach campaigns for effective dissemination of information on candidates and elected representatives to various stakeholders. Ruchika holds a Master’s degree in Public Policy from Lee Kuan Yew School of Public Policy, National University of Singapore and a Master’s degree in Social Work from Jamia Millia Islamia University, Delhi.

A third participant from TBC from either Government of Rajasthan (GoR), Rural Development Department (RDD), ITC Corporate Social Responsibility Department, or Aga Khan Rural Support Program (AKRSP)

Evaluation Conclave 2015 Pre-Formed Panel

Impact Evaluations in Varying Situations: Techniques and Challenges (P-25)

Conducted by: *Yogesh Suri, Rashmi Agrawal, Urmy Shukla & Rituu Nanda*

With increasing demand for social impact of developmental interventions on which substantial investments are made, the need for impact evaluation has grown considerably. Evolution of concepts, problems of measurement and emergence of issues has led to research that produced a wide choice of methods of evaluations. There are however problems in practical application of various methods and divergence of opinion on the strengths of different methods. Complicated and complex interventions may lack certainty of impacts and their evaluation requires flexible thinking and adaptable approaches (Patton, 2011). There is also an issue of ownership and utilization of evaluation results. (Agrawal and Rao, 2011; Patton 2011). The present panel focuses upon various emerging techniques of impact evaluation, challenges and suitability of various techniques.

Yogesh Suri will provide the emerging development scene in India and future of evaluations in the changing context. A number of developmental schemes and programmes have been introduced in the country with a focus on good governance (GOI, 2014-15). How their effectiveness will be measured is the main challenge.

Rashmi Agrawal will discuss the challenges relating to quantitative and qualitative techniques of impact evaluations with providing various examples from the field. The presentation discusses the strengths and weaknesses of each of these designs and their practical applicability in varying situations. She also discusses how the “Fear factor” associated with evaluations could be tackled following mixed methodology or qualitative designs.

Urmy Shukla will focus on the practical challenges of integrating rigorous evaluation methods into institutional settings. Government, civil society and non-governmental organizations in South Asia have recently shown strong trends and clear enthusiasm towards a more solid and effective development in M&E systems. A key step for this has been the increasing efforts to harmonize the supply and the demand of M&E tools. Therefore, capacity building in the region constitutes the primary resource for the development of a common language between policy makers, NGO’s, and other actors; the goal is to foster a dialogue aimed at the

improvement of public interventions and societies in emergent countries such as India. The presentation will explore the diverse alliances between actors, such as research centers, universities, and public agencies that look for the socialization of evaluation capacities.

Rituu Nanda, by illustrating use of SALT and community life competence approach, will indicate as to how to effectively engage communities in evaluation. Community life competence approach of the Constellation has been applied in more than 66 countries to stimulate communities to act upon their issues. This has ranged from gender based violence to HIV, drugs, WASH etc. Rituu once struggling to involve communities in evaluation, decided to use the approach and found it very effective. Subsequently, she has used this approach in participatory evaluation with sex workers, MSM and transgender, migrants, adolescents, drug users and people affected and infected with HIV. She will be sharing her experience of SALT in engaging communities in evaluation from Northeastern part of India when she used to work with UNAIDS.

Biographies

Moderator: Pramod Kumar Anand

Dr P K Anand is a Fellow of the Indian Institute of Foreign Trade and holds a Ph D in Economics. He currently works in NITI Aayog, Government of India (GoI) and handling Evaluations; Mid-Term 12th Five-Year Plan Appraisal etc. Previously he served in the State Government of Rajasthan and in the Government of India (GoI). In GoI he had been Sr. Adviser, Planning Commission; Joint Secretary (JS) in the Ministry of Rural Development and in the Ministry of Defence; Director (Exports) in the Ministry of Textiles etc. In Planning Commission, besides Industry, Minerals, Research, Economic Divisions he was also heading Programme Evaluation Organisation having 15 field units across the country.

Panellists:

Yogesh Suri - Dr Yogesh Suri is a development economist and policy analyst. He is currently Adviser, Development Policy Division, Economic and Research Divisions, NITI Aayog, Government of India. He is also holding additional charge as Director-General, National Institute of Labour Economics Research and Development, the autonomous Institute under NITI Aayog. He has diverse experience of over 22 years ranging from planning & development, food security, consumer affairs, macro-economic research to empowering small & medium enterprises, banking, financial markets, risk management, etc He has served as Chief Economist of State Bank of Bikaner and Jaipur and worked in various capacities with Small Industries Development Bank of India. A graduate from Hindu College,

University of Delhi, Dr. Suri holds a Masters' Degree in Business Economics (MBE) from University Delhi and Ph.D from the University of Rajasthan. He also holds Diploma in Business Finance from ICFAI and is a certified Associate of Indian Institute of Banking and Finance. He has published extensively on pro-poor macroeconomics and development challenges.

Rashmi Agrawal - Dr Rashmi Agrawal is working as Director in the National Institute of Labour Economics Research and Development functioning under NITI Aayog, Govt. of India. She has initiated a diploma course in 'Monitoring and Evaluation' which is approved by Govt. of India and is in great demand. She is actively associated with IDEAS as a member for the last several years and volunteered to contribute to the development of Competencies for Commissioners and Managers of Evaluations. She is also chairing a thematic sub-group on 'Utilisation of Evaluations'. She has been elected for the Governing Board of IDEAS as a member. Dr Agrawal is a founder member of 'Community of Evaluators'- a South Asia. She is chairing a Task Team for creating an enabling environment for influencing decision makers about utility of evaluations. She has taught a course on 'Survey Designs' as co- faculty in IPDET, Carleton University, Canada.

Urmy Shukla - Urmy Shukla is Senior Capacity Building Manager for CLEAR/J-PAL South Asia at IMFR. She works on strengthening monitoring and evaluation capacity in the South Asia region. Urmy has experience in monitoring and evaluation for a wide range of partners, including UNESCO, the UK government, European Commission, USAID-PEPFAR, and the US Department of Health and Human Services, as well as local government agencies and NGOs in

Ecuador and Brazil. At J-PAL South Asia, Urmy supports the CLEAR Initiative, developing and delivering courses and technical advisory services in impact evaluation, measurement, and survey design. Her doctoral work is in Sociology, where her research and teaching focus has been on economic development, human rights, and global health. Urmy also holds an MSc in Local Economic Development from the London School of Economics and a B.A. in Economics and Spanish Literature from Brown University.

Rituu Nanda - Rituu B Nanda is deeply humbled to currently work with four organizations – Institute of Social Studies Trust under the project 'Engendering Policy through Evaluation', with Anti Slavery international as M&E consultant, with Institute of Development Studies on Participatory Action research and with Constellation on community development. Rituu has acquired experience in community development, M&E, knowledge management, and participatory action research. Strength-based and participatory processes nourish her. She is working towards her dream to bring together those engaged in people-centred practices and strengthen the movement.

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Evaluation Conclave 2015 Pre-Formed Panel

Engaging Parliamentarians in Evaluation (P-27)

Conducted by: *EvalPartners*

At the CoE-SA Evaluation Conclave held in Kathmandu, Nepal in February 2013, the first ever Parliamentarians' Panel presented three country experiences (Sri Lanka, Nepal and Bangladesh) on enabling environment for development evaluation in their respective countries. This was historical in giving the Parliamentarians a voice for national evaluation policies and seeking a commitment to realize evaluations at the country level. Thereafter, Parliamentarians were featured in many international evaluation fora aiming to promote national evaluation policies.

Developing and strengthening evaluation policy in any country is important for many reasons. It is more so for developing countries where the resources are scarce and the needs of citizens are disproportionately aplenty. None of the South Asian countries has a national evaluation policy in place despite each country having a fairly satisfactory monitoring and evaluation mechanism in place in their respective public sectors. Often, evaluation practitioners blame legislators for not taking action. In this context it is important that Parliamentarians promote national evaluation policies. This will enhance the enabling environment for nationally-owned, transparent, systematic and standard development evaluation process in line with the National Evaluation Policy at the country level to ensure aid effectiveness, achievement of results and sustainability of development.

It was important to observe emergence of Regional Parliamentarians' Fora in Africa, East Asia, Latin America and MENA. More importantly, the first ever National Parliamentarians' Forum for evaluation was initiated in Nepal by a group of Constitutional Assembly members. In this context, EvalPartners together with other stakeholders organized a one-day meeting on "Towards a Global Parliamentarians Forum for Development Evaluation", which was held on 2 October 2014 at the EES conference in Dublin. The meeting was attended by Parliamentarians from different regions, Regional VOPE leaders and representatives of international organizations. Ms. Caroline Heider, Senior Vice President of the World Bank made the keynote speech highlighting the importance of Parliamentarians engaged in evaluation. As a result of this meeting the Global Forum will be launched at the Parliament of

Nepal on 25 November 2015. Parliamentarians from each region will attend the launch.

This panel is to bring perspective of parliamentarians coming from different regions regarding national evaluation policies and systems.

Moderator: A Parliamentarian to be selected.

Panellists:

Panellists will be Paliamentarians chosen from South Asia, Africa, East Asia and Latin America.

Evaluation Conclave 2015 Pre-Formed Panel

Collaborative Approach to Capacity Development on Evaluation in Nepal (P-28)

Conducted by: *National Planning Commission, Nepal*

Capacity development on evaluation requires a concerted effort at multiple levels that reaches out to stakeholders with various roles and responsibilities vis-à-vis evaluation. The collaborative and multi-dimensional capacity development approach applied in Nepal focuses on strengthening institutional, organizational and individual capacities on evaluation. Institutional capacity building has led to having an enabling environment for policy development, legislation, and institutional arrangements to provide vision and leadership on evaluation. Organizational capacity development has focused on setting up the frameworks, developing guidelines, and strengthening the functional capacities of the national apex institution on evaluation as well as the line ministries. The approach to individual capacity building has focused on strengthening the capacity of individuals from various backgrounds and positioning vis-à-vis evaluation with the primary objective of building their technical capacity to understand, conduct, manage or use evaluations. While not all three dimensions are currently at par, there is recognition that partnership between the Government entities, UN agencies, the community of evaluators, and academic institutions is necessary to ensure that capacity development efforts reach the evaluation stakeholders among the policy makers, oversight agencies, government agencies, development actors, and the beneficiaries of development.

This panel will delineate the collaborative approach and multi-stakeholder engagement on evaluation capacity development in Nepal. It will start with a short video followed by two presentations and interactive discussion.

Presentation 1

This presentation highlights collaborative approach of the government entities, UN agencies and the community of evaluators on building evaluation capacities in Nepal. Moreover, it illustrates the importance of applying a multi-dimensional and collaborative approach for effectiveness and results in capacity development. It also sheds light on some of the immediate results of this approach particularly in the areas of institutional and organizational capacities, policy advocacy, and knowledge sharing. It will also

underscore some of the contemporary issues and challenges in capacity development in the context of political transition, instability, and many competing priorities for development effectiveness in the country.

Presentation 2

This presentation will highlight the evolution and experience of the National Parliamentarian Forum on Development Policy Evaluation in Nepal. It will elaborate on how the Forum has been collaborating with government agencies, voluntary organization of professional evaluators (VOPEs) and development partners to build capacities of the parliamentarians to understand and use evaluation effectively in their policy making and oversight functions.

Biographies

Moderator: Member-Secretary, National Planning Commission, Government of Nepal

Panellists:

Dr Teertha Raj Dhakal, Joint Secretary and Chief M&E Division of National Planning Commission Secretariat of Nepal, has over two decades of experience in development management and designing and operationalizing results-based M&E systems. He has facilitated about 30 evaluations conducted by professional evaluators and has been working to build M&E capacities in the public sector in Nepal. Dhakal holds a PhD in Education (Development Studies) from Kathmandu University and an M Sc in Project Planning and Management from University of Bradford (UK).

Dr Lazima Onta Bhatta, Chair of UN M&E Group and Assistant Country Director, UNDP Nepal, has over 15 years of experience in designing, implementing and managing development programmes and projects, developing and operationalizing M&E systems, managing evaluation, and teaching and research. She has a Ph D in Anthropology from Cornell University, USA.

Hon'ble Mr. Ananda Prasad Pokharel is the Member of the Legislative Parliament and Chair of National Parliamentarian Forum on Development Policy Evaluation of Nepal.

Evaluation Conclave 2015 Pre-Formed Panel

Better understanding and measuring resilience –ensuring coherence across scales, contexts and audiences to support robust lesson-learning for policy and practice (P-29)

Conducted by: *Itad Ltd (UK) and Sambodhi Research & Communications Pvt. Ltd, India*

Globally there are a multitude of projects, programmes and organisations with a mandate to strengthen resilience and then share evidence and lessons on how best this can be done. This panel will present and discuss experience and lessons from two resilience strengthening programmes on how resilience as a concept can be better understood and measured. The two programmes are:

- Smart Power for Environmentally Sound Economic Development (SPEED) funded by Rockefeller Foundation
- DFID Building Resilience and Adaptation to Climate Extremes and Disasters (DFID BRACED)

The panel presentation will:

- Briefly introduce the designs of the M&E systems for each of the projects, focussing on the approach defined for measuring resilience in context of a. Climate Extremes and Disasters and b. Market-led interventions ;
- Identify some of the key challenges and constraints in measuring resilience including:
 - o Ensuring coherence and clarity of resilience strengthening conceptualisation;
 - o Ensuring coherence evidence and lessons across a diverse set of audiences and stakeholders;
 - o Ensuring coherence across scales – from household to project to programme and beyond;
 - o Ensuring coherence across contexts and in the face of a complex set of external factors; and,
 - o Ensuring resilience measurement frameworks support flexible and adaptive programming in the short-term as well as contributing to broader conceptual knowledge/understanding in the medium to long term.

- Specifically in context of market-led interventions:
 - o Appreciating the need to embed resilience measurement in the M&E of intervention
 - o Conceptualizing resilience measurement as an integral function for assessing business case sustainability
- Initiate a discussion on how these challenges have been or could be addressed. In order to engage a range of perspectives, participants in the discussion will include the M&E leads from both programmes, the M&E lead from the DFID BRACED project in Nepal, and the perspectives of Conclave participants.

Biographies

Moderator: Robbie Gregorowski

Robbie Gregorowski is an Associate Director at Itad and has over 10 years' experience providing monitoring, evaluation and learning services to a range of international organisations including the Rockefeller Foundation. As head of M&E for the DFID Building Resilience and Adaptation to Climate Extremes and Disasters Programme (BRACED) programme, he is leading an M&E team designing a results reporting system across 15 NGO consortia in 12 countries, and delivering a £3m portfolio of programme evaluation activities. He has a particular interest in advancing both the conceptual and practical aspects of resilience measurement.

Panellists:

Swapnil Shekhar: Swapnil as One of the co-founders of Sambodhi has 15 years of experience in results based management and programme management support. He has anchored many peer-reviewed evaluations in livelihoods, renewable energy and public health sectors. His current work focuses on designing and implementing monitoring, learning and evaluation systems for market based developmental interventions with a special focus on creating real time learning loops for programme implementation.

Madan Pariyar: Madan, Monitoring and Evaluation Director at iDE Nepal, is the lead person responsible for monitoring and evaluation of projects and programmes implemented by iDE in Nepal. He has over 20 years of experience in designing, implementing and supervising the Monitoring and Evaluation Strategies and Systems. He has worked extensively with several national and international government and non-government organizations in Nepal and abroad at different capacities providing services related to monitoring and evaluation. Dr. Pariyar also leads the climate change related

initiatives of iDE Nepal, and is currently the Deputy Team Leader and Monitoring/Evaluation Lead for Anukulan – BRACED programme being funded by DFID in Nepal.

Ram Chandra Khanal: Ram is a vice chairperson of community of evaluators in Nepal (CoE – Nepal). He has over 20 years' experience of development practice focused on the design, implementation and evaluation of development, environment and climate change projects and programmes in South Asia. Much of this work has supported organizations to re-examine their role and formulate a new approach to improve their effectiveness in contributing to development impact. He has particular interest in designing and implementation of evaluation framework for climate change and natural resources management projects and programmes.

Dave Wilson: As a consultant with Itad, Dave leads evaluations on two climate related flagship DfID programmes, Building Resilience and Adaptation to Climate Extremes and Disasters Programme (BRACED) and Ideas to Impact, focused in Nepal. He has 10 years of experience designing, managing and delivering natural resource and climate change projects in the UK and overseas.



Evaluation Conclave 2015 Pre-Formed Panel

Opportunities and Challenges of Peace-building Evaluation: Experiences from South Asia (P-30)

Conducted by: *Search for Common Ground, Nepal*

With the emergence of peace-building as a developmental discipline globally, as well as in South Asia, there has been growing debate on how best to evaluate programs that are implemented in complex and conflict related environments. Given the ever changing socio-political nature in post-conflict environments, it is often difficult to effectively measure intangible outcomes, such as attitude or perspectives changes, and predict what success could look like at the individual and societal level. Due to the lack of experienced evaluators in the region, this field of evaluation is suffering significantly as compare to other fields of evaluation. The panel discussion will discuss unique aspects to peace-building evaluation, such as conflict sensitive evaluation practices and do no harm approaches and will jointly explore diverse evaluation approaches: such as outcome mapping, participatory methodology, and developmental evaluation.

Rationale for the Panel and Its importance to the Conclave

The opportunities and challenges around peace-building and conflict sensitive evaluation grappling us in the region needs deeper experienced-based and need-based analysis and discussion in order to develop this field and produce or mobilize cost-effective and expert human resources from within the region. The panel discussion is important in initiating a debate and practice among evaluators and peace-building practitioners in Asia given the state of peace-building and conflict sensitive evaluation in the region. This panel will not only bring the experiences and challenges from South Asia, but also from South East Asia. Presentation of such a wider perspective in a conference like Evaluation Conclave 2015 will add value to the body of literature and practice.

Biographies

Moderator: Shiva K Dhungana

Shiva K Dhungana, Asia Regional DM&E Specialist of Search for Common Ground with experiences from seven countries in Asia. He will draw challenges, opportunities and lessons learned from those country specific experiences and open the debate for further discussion. Shiva will also highlight on the dilemma of the evaluation ethics vis-à-vis peace-building evaluation and the evaluation approaches that are useful in complex and post-conflict environments.

Panellists:

Mark M Rogers: One of the authors of the famous book, *Designing for Results*, and a highly experienced internationally known evaluator, Mark will present a global perspective on the challenges around the peace-building and conflict sensitive evaluations and how this field of evaluation different from other evaluation disciplines. He will also focus on the debate around the uniqueness of the peace-building evaluation vis-à-vis other evaluation disciplines (use of conflict sensitivity, conflict assessments, and do no harm).

Rajendra Mulmi: Rajendra, the President of the Association of International NGOs in Nepal, will highlights the opportunities emerging within the AIN community in Nepal and provides some alternative recommendations on how this field of evaluation could be developed and quality human resources are produced from within the region. He will also discuss the increasing demand vs the dearth of expert evaluators to carry our good quality and systematic evaluation in this field.

Tulasi Nepal: Tulasi is a long-time champion in implementing and evaluation peace-building programming in Nepal, India and Cambodia and bring an insight using peace-building lens into development programme evaluation and capturing results. In doing so, he will highlight the challenges prevailing in the field and furnish recommendations to advance this field in the region.

Panel formed by the Secretariat from Abstracts received

Policy Evaluations: Methodology and Use (P-31)

Integrating Gender into the Canadian Federal Government Evaluation Function

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Keywords: evaluation, performance measurement, gender, social justice, policy, practice

Introduction

Imagine having access to information regarding women scientists leading Arctic research expeditions, how programming for young men is addressing violence against women, or how infrastructure investments are differentially benefitting Canadian families. Strengthening various federal government programs' relationships with the evaluation and performance measurement functions could feasibly represent one avenue by which this information would be available.

However, this feasibility isn't enabled consistently across the federal government evaluation function. In 2009, the Office of the Auditor General conducted an audit of Gender-Based Analysis (GBA) in federal government departments, reporting uneven implementation of gender-based analysis, and little evidence of its influence on decision-making. Resulting recommendations include program requirements to consider gender in examinations of program effects, thus linking the evaluation and gender-based analysis functions in the federal government context. All government departments are equally subject to these recommendations, however, often these departments do not have the necessary knowledge of what gender, and related elements of diversity are, little understanding of how diversity elements align with the evaluation function's policy and practice, and when it is appropriate to address these elements in evaluation planning/design, conduct, analysis, reporting, and dissemination stages.

Additionally, there is a relationship between evaluation policy and evaluation practice that has bearing on addressing key information requirements to support decision-making in the Canadian federal government context. Pockets of gender based analysis expertise exist, but are generally isolated to individual departments,

and within these departments, various programs. As a result of the 2009 Auditor General's recommendations, Status of Women Canada has initiated improving the relationship between evaluation practice and gender-based analysis however, little has been done at the evaluation policy level to address these concerns.

This presentation will share with conference attendees, the results of an application of feminist evaluation principles to highlight where opportunities for growth targeting the federal government's evaluation policy. Attendees may consider these opportunities when developing, and/or implementing an evaluation policy at country levels, and within their own departments/agencies.

Methodology/Framework

Feminist evaluation has evolved over the last decade, and from this evolution eight principles have been articulated that include:

- Knowledge is culturally, socially, and temporally contingent;
- Knowledge is a powerful resource that serves an explicit or implicit purpose;
- Evaluation is a political activity; evaluators' personal experiences, perspectives, and characteristics come from and lead to a particular political stance;
- Research methods, institutions and practices are social constructs;
- There are multiple ways of knowing;
- Gender inequities are one manifestation of social justice. Discrimination cuts across race, class, and culture and is inextricably linked to all three;
- Discrimination based on gender is systemic, and structural; and
- Action and advocacy are considered to be morally and ethically appropriate responses of an engaged feminist evaluator.

The Canadian federal government evaluation policy is comprised of the policy itself, as well as an accompanying directive, and standard. It is this suite of evaluation policy tools that is the subject of this portion of research as each of the feminist evaluation principles is applied. This research acknowledges the differing needs of evaluation stakeholders identified in the suite of policy tools that includes program and evaluation managers, individuals responsible for the evaluation function, senior decision-makers, and program beneficiaries. These stakeholders are involved in different dimensions of producing and using evaluations in the Canadian federal government evaluation function that will appeal to a variety of conference attendees.

Results/Discussion

The Canadian federal government's evaluation function consists of both policy and program dimensions. Evaluation practices within individual departments and agencies are largely dictated by the federal government evaluation policy and are held accountable to the

standards set forth in the suite of evaluation policy tools. This is supported by evaluation theorists who suggest that practice dimensions are influenced by governing policy frameworks.

Based on the recommendations made by the Auditor General, the federal government of Canada is beginning to address gender considerations in practice dimensions through work undertaken by SWC, however, the policy dimension's relationship with gender and other elements of diversity are largely unexplored. Applying feminist evaluation principles to the suite of evaluation policy tools provides an interesting perspective by which to regard where gender and other intersections of diversity might be strengthened. In fact, research appears to suggest that elements from the suite of evaluation policy tools are directly in conflict with feminist evaluation principles. Without changing the suite of evaluation policy tools, the presenter offers suggestions for others creating opportunities to incorporate gender, and other elements of diversity in their own respective evaluation functions.

Evaluation of gender equality policies: Exploring and rethinking quality criteria

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Keywords: quality criteria, evaluation, gender equality policies.

Introduction

Gender equality was first introduced into the evaluation of public policies in the 1990s. Thenceforth, there has been a growing demand to evaluate gender equality policies, and to incorporate a gender perspective in every evaluation exercise. Different theoretical and methodological approaches on how to tackle gender equality in evaluation have been developed and published over the last decade, and a rich debate about what this implies has emerged during the recent years. Broadly speaking, the vast majority of these proposals is based on feminist and gender theories and tries to promote a transformative analysis of gender issues in evaluation. All the proposals consider evaluation as a key tool for promoting gender change and more equitable societies.

Methodology/Framework

This paper presents the existing literature and explores their main contributions towards defining and assessing the quality criteria of gender equality policies. The ultimate goal is to (re)think what quality means in the case of gender equality policies and how to evaluate it.

Part one of the paper presents the proposals for evaluating gender equality policies and for including a gender perspective into the evaluation process, highlighting their main contributions. Part two presents a reflection about evaluation criteria for gender equality policies. Finally, the paper proposes a set of evaluation dimensions and evaluation methodologies, and guidelines to explore those dimensions in order to improve evaluation practice.

Results/Discussion

It is evident from the aforementioned literature that it is not possible - nor convenient - to set universal criteria for evaluating gender equality policies. Evaluation theory and most evaluation approaches emphasize the need to contextualize and adapt any set of criteria to concrete policies, interventions, contexts and times.

Feminist evaluation especially insists on the idea that knowledge, and the way in which that knowledge is produced, including evaluation, is culturally, socially, and temporally contingent.

An evaluator should not suggest which definition of success is “right”, but acknowledge different and competing definitions and criteria of success. Different definitions of success can come from different stakeholders and perspectives, and evaluation should be the arena where those perspectives are scrutinized, shared and negotiated. Any set of pre-defined criteria might be a temptation to ‘skip’ this important part of the evaluation process which allows the evaluation to play in its full political nature. Hence, in this paper, we prefer to explore ‘evaluation questions’ and ‘evaluation dimensions’ in a more general and open approach. Regarding how to assess ‘evaluation questions’ and ‘evaluation dimensions’ related to quality of gender equality policies, the literature shows three warnings to take into account. First, the ‘evaluation questions’ or ‘dimensions’ should pay attention to the content (what the gender equality policy is trying to change), and the process (how this policy is being implemented). If we only assess results and not look at processes, we would not be able to understand how gender change occurs and we would not be able to evaluate the quality of this change. Secondly, these ‘evaluation questions’ and ‘dimensions’ should take into account the stakeholders involved and its context. Evaluation is a political exercise and the delimitation of ‘evaluative questions’ and ‘dimensions’ should be considered as an opportunity to give voice to unvoiced people and to promote change in power relationships. Definition of quality should be agreed by the different stakeholders and should consider the different contexts. Third, in the definition of ‘evaluation questions’ and ‘evaluation dimensions’ we need to be especially vigilant for avoiding technocratization tendencies which end up translating the gender perspective in evaluation in simplistic “counting women” exercises. Therefore, when assessing quality of the gender equality policies, we should to take into account not only the number of women implied or female beneficiaries but also analyze to the different critical gender issues highlighted by the gender studies and feminist evaluation literature.

Evaluation Impact on Decision Makers: Beyond the Lens

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Keywords: evaluation use, evaluation influence, evaluation impact, social betterment

Introduction

The field of evaluation has grown over the past years, however literature suggests that the topic of *evaluation use* has remained relevant and is of interest to academics and practitioners. As Christie (2007) states, use is a central outcome of any evaluation, and without use, evaluation cannot contribute to its primary objective which is social betterment. However, Kirkhart (2000) and others such as Henry (2000) and Henry and Mark (2003) have argued that describing the changes that occur as a result of evaluation as evaluation use, limits its diversity and should in fact be described as evaluation influence. Kirkhart (2000) posits that *evaluation influence* goes beyond *evaluation use*, and is an umbrella term that addresses the conceptual limitations and looks at the use of evaluations beyond results- based use. Hence, we need a paradigm shift that requires us to think of evaluation as an intervention with its own set of processes, outputs and outcomes that we are aware of, and accountable for. This paper discusses the use of evaluation by decision makers to positively impact social betterment.

Methodology/Framework

Considering the use of evaluation, as an immediate outcome of evaluation findings, a logical model can be drawn. This will then lead to the influence of the evaluation which would invariably subscribe towards the end objective, which is social betterment. The framework of this logical model, illustrated in Figure 1, probes into the idea and concept of the terms *evaluation use* and *evaluation influence* and seeks to establish a connection between the two terms.



Fig. 1: Logical Model of Evaluation Impact

Results/Discussion

The model suggests that when evaluation is seen as an intervention, it is easier to comprehend the processes involved in line with achieving the ultimate goal which is social betterment. The immediate outcome of intervention is the utilization of its findings, which is affected by two major factors: the characteristics of the evaluation and the characteristics of the organisational settings (Bayley, 2008). The effective use of these findings can be categorised as instrumental use, conceptual use, symbolic use and process use according to evaluation scholars such as Kirkhart (2000), Patton (1994) and Weiss (1980).

This paper will further exemplify how every stage in the proposed model can be internalised to maximise the positive impact of social betterment. It will also provide a comprehensive understanding of how evaluation as an intervention has the potential to enhance its use and subsequently maximise its influence on social betterment through direct and indirect means.

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Evaluating the Impact of the SDGs

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Keywords: SDGs, significant indicators, evaluation criteria

Development strategists understand the importance of focus in defining and achieving development aims. Evaluators know the problems posed by ill-conceived indicators that aim to provide data for measuring results. So how is it that the SDGs, as a continuation of the MDGs, have lost sight of priorities by multiplying development aims to include a wish list for curing all the world's ills? And how do the proposed indicators have meaning across contexts, cultures and diverse systems? What will be the criteria for evaluating impact?

Developed and less-developed societies each have their own concerns and the SDGs enable developed societies to focus on their own concerns of criminality and pollution and relative lack as opposed to concentrating on helping the rest of the world reach basic minimum standards in health, education, food security and shelter. The concern was that the onus was on developing countries to improve, while many of the problems of the developing world were related to climate and environmental issues caused by Western economic practices. However, it appears that, under the SDGs, Western governments will each be responsible for addressing their own ills and will still help determine--as donors--the agendas for developing countries.

Instead of expanding the range of essential needs, to reflect the success of a concerted focus on MDGs, what ensued in the drafting of the SDGs was a free-for-all with everyone inserting his cause for concern and no one considering how to prioritize the competition for resources allocated or the measure of results. The indicators proposed thus far are not promising. Is a lower crime rate in a US city equal to ending an ethnic conflict in South Sudan? Where should resources be concentrated?

Western interventions to address their own concerns will be determined by national policies. Many interventions in the developing world will be an international initiative. Is counting the number of women in parliament in Iraq or Afghanistan really indicative of increased women's power? In countries where politics is conducted outside of parliaments, in

caucuses of influential groups, a female representative has a vote, but may not be listened to, or participate in the real decision-making that determines what laws are presented. In countries such as Lebanon and Palestine, the government is so deadlocked that it cannot agree on new elections and simply prolongs its own term. Where is the measure of real functionality when using an indicator such as a seat in parliament, across highly varied contexts?

In an attempt to be inclusive, the SDGs have included everything and focused on nothing. The view is so vast, the list of ambitions so long, that resources are diluted and efforts are piecemeal. Everyone can be working on something--as always. Each can address his own concerns. What is lost is the recognition that not all issues are relative. Some are critical, relating to life and death in precarious contexts that need extra attention.

My presentation will highlight the main problems with this approach, and point out that significant indicators are needed if interventions are to be tracked and interpreted for improved impact.

Measuring the impact of entertainment education intervention on behaviour change: Lessons from the Field

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Keywords: entertainment Education, behaviour change communication, evaluation of EEI

Introduction

Population Foundation of India (PFI) launched a trans-media initiative, titled *Main KuchBhiKar Sakti Hoon – I, a woman, can achieve anything (MKBKSH)* on national TV and radio in 2014. MKBKSH aims at contributing to gender equality, empowerment of women and improved health seeking behaviors.

PFI conducted a baseline evaluation of Season I of MKBKSH in order to build an understanding of the status on identified project indicators in two states of MP and Bihar in February, 2014. To assess the change from the baseline data, the end-line evaluation of Season I was undertaken in two project states in March, 2015.

This entertainment education based program has not been without learnings for us as we experienced a great deal of challenges in assessing transformational behaviour change. The learnings will be of great interest to the programmers and practitioners in the business of entertainment education and measuring the impact thereof. The intervention has thrown several pertinent questions as well.

Methodology/Framework

The objectives of the research was to assess the impact of MKBKSH on the knowledge, attitudes related to age at marriage for girls, family planning, gender discrimination and sex selection.

End-line evaluation comprised a mix of both quantitative and qualitative surveys. Where quantitative survey measured the impact of the EEI program in terms of bringing out the desired changes and the markers of change for behaviour, qualitative survey would be helpful in understanding the diagnostics of the EEI serial and also to explore for reasons for change etc. Sampling process i.e. selection of districts, villages, households and respondents were done in same manner as done for the baseline component.

Results/Discussion

Findings on Family Planning

- The proportion of married women considering 21-25 years as the ideal age for first child birth has **increased by 8%** in the group exposed to MKBKSH.
- Women who felt that the ideal age gap between two successive births should be 2.1 to 4 years went up from 65% to **74%**
- Women who have seen the program are **more confident in accessing FP services**.

Findings on Domestic Violence, Women's Empowerment and Child Marriage

- There is a positive shift in the attitude of women especially towards FP and domestic violence.
- A positive shift is also observed in the attitude of married men and mother in law (MIL) from the exposed group as compared to baseline and non-exposed group.

Challenges

- Defining control group/area for a mass media project is challenging, especially when the project covers large geographical areas
- Sampling of desired exposed group especially in media dark geography was a challenge. The availability of TV is in 2-3% of households and situation is further complicated due to irregular supply of electricity.
- Lack of availability of any base data on radio and TV listenership/viewership.
- Within household with TV and Radio who all are exposed to a particular program. Selection of right kind of respondents becomes difficult.
- Evaluation and attribution becomes more tedious for mass media program if there are multiple actors with BCC initiatives
- Duration of program and impact – what level of behavior change or outcome level changes should we expect after a mass media program of duration like 6 months or so?

Panel formed by the Secretariat from Abstracts received

Impact Evaluation in Different Contexts: Choosing Methodologies that Matter (P-32)

Gender sensitive and politically relevant real-world impact evaluations: Lessons from 3ie impact evaluations

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Keywords: gender, impact evaluation, development, gender-based programming

Introduction

While many development practitioners and policy makers are committed to addressing gender issues and concerns which manifest within their projects and programmes, evidence on how to most effectively and efficiently to do so continues to be elusive. Impact evaluations are increasingly taking on a more prominent role in the field of development for estimating the effectiveness of development programmes. Since many development programmes in recent years have had a gender focus, in some form or the other, impact evaluations of these programmes have important lessons for gender focused programming. Through this paper we seek to identify the different methodologies and analytic frameworks used by different impact evaluation studies for understanding the role of gender in development programmes, and the important lessons that can be learnt from these evaluations. Using 3ie funded impact evaluations studies that have been completed from 2008 to 2015 we specifically seek to answer the following questions:

- a) What are the factors that determine the consideration of sub-groups and especially gender in impact evaluations?
- b) What are the practical factors that influence examining gender in the practice and influence of impact evaluation?

Methodology and Results

From its inception in 2008, until now, 3ie has funded and closed 128 impact evaluation studies. These studies cover a range of development topics and contexts. In this paper, we examine the 42 IE studies, funded by 3ie

that have been completed and classify them according to whether they are gender focused, include gender specific analysis, provide gender disaggregated impact or contain any form of gender analysis. Based on this classification, we further code studies according to the common methods used and how gender was integrated into evaluation of the initiative. Finally, we look at the conclusions drawn by this study in terms of the claims they make about the gender-based programming.

Mixing methods for strengthening impact evaluations

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Keywords: qualitative, impact evaluation, mixed methods, quantitative, research

Introduction

Researchers and donors around the world have articulated their commitment to using a mixed-methods approach to impact evaluation (IE). However, the systematic and synergistic use of multiple methods for collecting, analyzing, interpreting and presenting data remains limited in impact evaluations. A key constraint is the lack of a consensus on when and how best to deploy different methods, and elucidate the causal chain underlying an intervention.

Our objectives in this paper are to (1) identify the gaps and limitations of published mixed-methods impact evaluations and (2) develop specific guidelines regarding when and how to do systematic and high-quality qualitative research and synthesize this with quantitative research as a part of an impact evaluation. By mixed-methods, we specifically refer to integrating qualitative and quantitative research methods for data collection, analysis and interpretation. Both methods can be used to make factual and counter-factual claims.

Methodology/Framework

We review all IEs including “mixed methods” currently included in 3ie’s Impact Evaluation Repository. This is an index of all published impact evaluations of development interventions. Currently, there are approximately 2400 studies in the repository. We will systematically search through the repository and identify papers that are ‘mixed methods’ through a review of their abstracts. For each of the selected papers, we will then consider the combination of methods used, the phase of research at which they are used, and what contribution this made to overall evaluation design, findings and conclusions reached.

Results/Discussion

The following key outputs will be presented: (1) a pre-analysis plan template for conducting qualitative research as a part of an impact evaluation; and (2)

specific guidelines/criteria for conducting high quality mixed-methods impact evaluations that fulfill the goal of learning what works, why, and in what contexts.

These outputs aim to address an important lacuna in evaluation: moving from an expressed goal to engage in more mixed-methods impact evaluations to providing a blueprint of how to do so. Ultimately, we believe these products will provide systematic guidance to researchers and evaluators on how to better evaluate real-world development programmes and interventions.

Saving children's lives from severe acute malnutrition - Findings and lessons from UNICEF's Evaluation of Community Management of Acute Malnutrition

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Keywords: severe acute malnutrition, multi-country evaluation, community nutrition programmes, moderate acute malnutrition.

Introduction

Severe acute malnutrition (SAM) is defined by a very low weight-for-height (below -3z scores of the median WHO growth standards), by mid upper arm circumference (MUAC) below 115 mm, or by the presence of nutritional oedema. SAM prevalence rates vary widely and recent (2012) estimates suggest that globally 17 million children under five years of age were affected by SAM. A majority of them lived in South Asia (71%) followed by Africa (28%). Children affected by SAM are at high risk of death and poor cognitive development, and they require special care, nourishment and treatment.

Since 2007, four UN agencies, including UNICEF, endorsed the Community Management of Acute Malnutrition (CMAM) approach, which promotes community outreach as a foundation to the treatment of severe acute malnutrition, and the management of moderate acute malnutrition (MAM). Development of this approach was based on evidence showing that the majority of children with SAM never reach health facilities. Hence, the best way to help them is to provide them with appropriate and continuous care within their community, and to involve their caretakers. Introduced initially as an emergency response, CMAM has progressively been scaled-up over the years in non-emergency settings. By the end of 2012, governments in 63 countries had established partnerships with UNICEF, WFP, WHO, donors, and NGOs to implement CMAM.

Methodology/Framework

A comprehensive evaluation was conducted during 2011-12 as the first systematic effort by UNICEF to generate evidence on how well the global as well as country level CMAM strategies have worked, including their acceptance and ownership in various contexts and appropriateness of investments in capacity development and supply components. The evaluation, which was global in nature, included in-depth evaluation of CMAM in five countries (Chad, Ethiopia,

Kenya, Nepal and Pakistan) to draw synthesized findings and recommendations based on broader research and a global internet survey targeting all 63 countries implementing CMAM. The evaluation findings have been used by key stakeholders in addressing issues identified by the evaluation including need for stronger national ownership and capacity development; sustainability and scale up options in light of cost issues; and improving care and treatment quality.

Results/Discussion

This presentation is intended to share key findings from the evaluation and draw lessons for dealing with some of the complexities involved in planning, designing and managing a comprehensive multi-country evaluation. The 5 multi-country case studies which included Nepal and Pakistan in South Asia were the main data sources for the evaluation. The field-work and analysis of data from the 5 countries turned out to be a complex and challenging undertaking. Apart from the differences in the geo-political context, the programme contexts varied significantly across the 5 countries and required adaptation of evaluation methodology. Evaluation management challenges included identifying and recruiting qualified national teams; organizing field work in harsh conditions; and processing data from 5 countries simultaneously under time, budget, and technical constraints. The presentation will also highlight the mitigation strategies used to complete the evaluation despite the challenges and offer some concrete lessons for use in conducting similar multi-country evaluations.

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Panel formed by the Secretariat from Abstracts received

The How and Why of Equity and Gender focused evaluations (P-33)

Feminist Approach to Collaborative Evaluation: Innovation for relevance and constructivist learning Ratna M Sudarshan^a & Shubh Sharma^b

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Keywords: feminist evaluation, collaborative evaluation, women's empowerment, relevance

Introduction

This paper discusses learnings from and experiences with a collaborative evaluation, with a feminist lens, of a women-focused development intervention. "Collaborative evaluation is defined as any evaluation in which there is a significant degree of collaboration or cooperation between evaluators and stakeholders in planning and/or conducting the evaluation" (Cousins *et al.*, 1996). Feminist evaluation is an approach that places emphasis on reflexivity, participatory and inclusive methods, and an ethical sense in evaluation design, data collection, and use.

Methodology/Framework

An important stage in 'prospective evaluation' is the process of constructing a baseline, using participatory qualitative as well as quantitative methods to collect data from a stratified random sample. During this stage in 'prospective evaluation' the scope for collaboration is maximized, since the risk of bias on the part of programme personnel is minimized, while potential gains are high. For example, in the case of a programme working with women in very poor and geographically dispersed settlements across several states in India, distances and accompanying socio cultural differences make it difficult to collect data without a strong participation of the implementing partner (language, communication, culture, access).

Results/Discussion

In the paper, the challenges faced and evident advantages of the approach are discussed. We suggest that the production of richer findings and building the capacity of implementing organizations to effectively

monitor their programmes are important contributions of collaborative evaluations, helping to institutionalize a culture of consistent learning among implementing organizations.

Reference:

Cousins J. B. *et al.* (1996). Collaborative Evaluation in North America: Evaluators' Self-reported Opinions, Practices, and Consequences, *Evaluation Practice* 17(3): 207–26.

Integrate Equity and Gender in Evaluation of Education

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Keywords: education, early childhood development, equity and gender

Introduction

In line with its economic expansion, in recent years Cambodia has experienced improvements in some of the health, nutrition and education indicators for infants and children under 5 years of age.

Equity and gender gaps have been bridged and primary school enrolment rates have steadily improved even though a much smaller percentage of children are enrolled in preschool. Yet some progress has been observed. One reason for the increase in primary school enrolment rates is the result of collaboration between Cambodia and international development partners, which increased access to community pre-schools by training pre-school teachers as well as providing materials. The increase was also achieved through the expansion of preschool classes in primary schools and the expansion of home-based education programmes in remote and non-serviced areas.

UNICEF used its unique position in the post-conflict context to help the Cambodian authorities rebuild and transform its education sector. UNICEF's presence in the country during and post-conflict, and prior to the arrival of other UN agencies and development partners, was able to build a long-term and trusting relationship with the government.

From 2000 onwards, UNICEF has played a critical role in the emergence of effective sector-wide coordination platforms in education. In 2002, UNICEF provided support to the Cambodian authorities to establish community-based childcare classes with technical inputs from the Ministry of Education. Through Village Action Plans (VAPs), 693 childcare classes were set up, benefiting 13,946 children (3 to 5 year olds, of which 7,459 were girls) in 117 communes. By 2012 the number of children aged 3 to 5 accessing UNICEF-supported community pre-schools amounted to 28,339

(14,932 girls, representing 52 per cent) enrolled in 1,282 community preschools in 320 communes in 12 provinces across the country.

Integrating equity and gender consideration, this paper will present the results and the main lessons of an evaluation of UNICEF's community preschool modality in Cambodia. The evaluation seeks to assess the quality of community preschools in terms of promoting access to early learning programmes and development outcomes, especially for disadvantaged children aged 3 to 5 and analyze the potential of community preschools as an entry-point for inclusive early-childhood development services.

Methodology/Framework

The evaluation will use a mix of qualitative and quantitative methods. Qualitative methods for data collection will mainly consist of semi-structured interviews and group discussions. Qualitative methods for the analysis of the data will comprise validation techniques and testing of causal assumptions amongst others. Quantitative methods will encompass compiling and analyzing quantitative secondary data through statistical digests and other relevant reports, and using descriptive statistics to quantify and assess the results of the impact analysis. Quantitative analysis will include data treatment by means of analysis of correlation whenever data allows doing so.

In an innovative way, the evaluation will incorporate equity and gender considerations into the methodology and in the data collection to gather data on equity and gender equality.

Results/Discussion

It is expected that the methodology will allow integration of equity and gender-sensitive writing into the evaluation findings and conclusions. The results of the evaluation will be presented in the paper for the Conclave as the data collection is currently underway.

Feminist evaluation – the why and how of it

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Keywords: feminist evaluation, methodology, tools, processes

Introduction

What does it mean to adopt a feminist lens while evaluating programmes? What is the starting point of such a process and how does one actually deploy such an approach in carrying out evaluations?

A key feature that makes an evaluation feminist is the political position the evaluation enquires from. Feminist evaluations are keenly aware of locating evaluation methodologies, processes and tools within the context of women's lives and lived experiences. This means recognizing and appreciating the project outcomes vis-a-vis peculiar gender based barriers that project participants maybe facing, and making this an important starting point to assess change. Understanding the structural, familial and personal barriers women face, is central to assessing the quality of change, in feminist evaluations.

Wearing a feminist lens also means assessing the programme design critically to gauge whether and how it is addressing structural and other kinds of barriers arising from a patriarchal mindset.

At the core, feminist evaluations closely examine shifts in power relations along the axis of gender and sexuality. It keenly examines whether the project has resulted in changes in the status of women and what the pathways of that change might be. Feminist evaluations pay a great deal of attention to both micro and macro level changes

Feminist evaluation also seeks to break the power asymmetry between the evaluator and the project participants by using processes of collective deliberation and analysis. The evaluator in such situations also becomes a part of not just sharing her/his own experiences but also engages in collective reflection of how gender impacts women and men.

This paper seeks to build lessons from across 20 varied evaluation studies and programme reviews, conducted by the writer, in keeping with the spirit of feminist evaluations.

Methodology/Framework

This paper will draw upon feminist methodologies which elicit reflection and analysis, both at a collective and personal level. It will also throw light on ways of approaching in-depth interviews and participatory exercises based on appreciative inquiry methodology. It will also highlight the way in which whole systems thinking can be used to develop tools that explore individual and social contexts in which change occurs.

Results/Discussion

Employing a feminist lens to the evaluation design and its implementation can bring out significant insights about whether and at what levels are shifts occurring in women's lives. Through processes of collective reflection and analysis, the outcomes of the programme are derived ground upwards, and enable project participants to 'take back' as much as the evaluators. Through such processes the analysis is a shared one and the insights are co-created.

Evaluation of Gender Responsive Budgeting in Nepal

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Keywords: Gender Responsive Budgeting, Evaluation, Nepal, UN Women, Gender equality, Government of Nepal, Ministry of Finance

Introduction

Government of Nepal (GoN) initiated Gender Responsive Budgeting (GRB) in Nepal in 2001 in collaboration with UN Women Nepal. With the continuous collaboration and technical support, GoN established a Gender Responsive Budget Committee (GRBC) at the Ministry of Finance (MoF) in 2005, under the leadership of the Chief, Budget and Programme Division.

With the support of UN Women, the Ministry of Finance launched an independent evaluation that aims to assess how the GRB system and programme has contributed to gender equality in Nepal. Although started earlier, the system was made operational in the fiscal year 2007/08, and the evaluations will cover all the GRB activities and initiatives of GoN. It will also evaluate how effective UN Women's support has been to GRB programmes.

The findings of this evaluation are expected to contribute to the improvement of the GRB programme in Nepal and to provide recommendations that will facilitate developing strategies and operational approaches to strengthen the GRB system in the MoF and sectoral ministries. This is a particularly timely exercise as GoN is strengthening the GRB system and institutionalizing it in the sector ministries and local government bodies. UN Women is supporting the GoN initiatives, as well as the global community, to accelerate their efforts to ensure that women's priorities are adequately reflected in national budgeting processes and adequate resources are allocated towards women's priorities.

Methodology/Framework

This is a formative evaluation to consolidate lessons learned to further strengthen and sustain the GRB initiatives and system in Nepal. It is an attempt to understand what works or does not work and what are the factors that influence the achievement of results. The evaluation uses different participatory methods that allow engaging multiple stakeholders from planning up to the reporting stage. Human rights and gender

equality issues are considered in all dimensions across the evaluation process. Although primarily qualitative, the evaluation uses a mixed method approach where both qualitative and quantitative data are collected. Both types of data, gathered concurrently, will be combined at the end for triangulation, interpretation and to draw conclusions.

Primary data are collected through semi-structured interviews, focus group discussions and direct observation. Data collection tools are designed mainly to measure the increase in the capacities of various stakeholders (ministries, district level government officials and Civil Society Organizations) to internalize the GRB principles in their planning and budgeting effectively. Secondary data are collected through the desk review of existing literature related to GRB in Nepal.

The evaluation adopts both, purposive-expert sampling under the non-probability sampling method, in consultation with MoF, considering the specific technical need, and random sampling for focus group discussions.

Results/Discussion

The evaluation is ongoing and the results should be available by late November 2015. Nepal's experience on GRB evaluation, methodology challenges and process learning will be presented during the conclave.

Panel formed by the Secretariat from Abstracts received

Adolescents: Guides, Methods and Experiences in Evaluation (P-34)

Conditional Cash Transfers as a means of Enhancing Girl's Education: An Analysis from Evaluation Survey in North India

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Keywords: child marriage, Conditional Cash Transfers, education

Child marriage is a violation of human rights, with severe and adverse implications for girls' well-being and developmental potential (Malhotra, *et al.*, 2011).ⁱ Worldwide, more than 720 million women alive today were child brides. South Asia is home to almost half (42%) of all child brides; India alone accounts for one third of the global total (UNICEF, 2014).ⁱⁱ

Over the past 15 years India has initiated multiple national and state sponsored Conditional Cash Transfers (CCTs) programs to address child marriage issues. CCT experience in India presents an opportunity to assess whether this form of strategic resource deployment by governments delays the age of marriage for girls. The first CCT with this aim was the "Apni Beti Apna Dhan" (ABAD) program or "Our daughters, our wealth", initiated by the Government of Haryana in 1994. In 2012 the first cohort of girls enrolled in the ABAD program turned 18.

International Centre for Research on Women (ICRW), in a study titled, 'Impact on Delayed Marriage: Program Assessment of Conditional Cash Transfers (IMPACCT)' undertook an impact evaluation of ABAD program to answer the following questions, and provide tangible evidence on the effectiveness of CCT programs.

- Are girls enrolled in the ABAD program less likely to marry before 18 years than similar eligible girls who are not enrolled?
- Are girls enrolled in the ABAD program more likely to stay in school beyond middle school, and is this a contributing factor to delayed marriage?

Methodology

A quasi-experimental evaluation design was used for the impact evaluation. Surveys were conducted in 300

villages in four districts of Haryana using a multi-stage sampling design. We compared the beneficiaries, i.e., those who met the eligibility criteria and enrolled in ABAD, to the eligible non-beneficiaries, i.e., those who met the eligibility criteria but did not enrol in the program. We collected data from girls born between the years 1994-1998, in two rounds of survey. The girls were categorized in two age cohorts (those born in 1994-1996 and in 1997-1998). The first round of survey (2012-2013) was for all girls in both age cohorts. The second rounds of survey (2014-15) was carried out only for the older age cohort after they had turned 18 and were therefore, eligible for the pay-out. These results pertain to analysis carried out on the second round of data.

Results and discussion

Preliminary results indicate that while a very small percentage of girls were married at the time of the survey (13%), the program had no impact on the probability of being married or the probability of marriage before the age of 18. In fact, the program may have led to parents marrying off daughters exactly at 18. In terms of educational attainment the program had a positive impact on the probability of completion of 8th grade but failed to significantly impact the probability of completion of 12th grade. The program may have had an instrumental effect on the age of marriage and this finding has important implications for future design of financial incentives. Importantly, CCT programs have potential for being catalytic to encourage girls' education but may not be able to instil change in deeply entrenched and gendered social norms.

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ⁱMalhotra, A., A.Warner, A. McGonagle and S. Lee-Rife. 2011. *Solutions to End Child marriage: What the Evidence Shows*. ICRW, Washington, D.C.

ⁱⁱUNICEF. 2014. *Ending Child Marriage: Progress and Prospects*. UNICEF, New York

Transformation from Collective to an Individual: Re-looking Monitoring and Evaluation through the Feminist Lens

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Keywords: gender, outcome mapping, learning theory, feminist M&E, collectives, participatory

Introduction

The feminist movement does not owe its evolution to one founder or philosopher, but to multiple struggles and multiple voices. It demonstrates the importance of the collective's role in creating social transformation at both the individual and society levels. Unfortunately, over the last two decades, this understanding of 'collective transformation' or 'collective struggle' has been lost; social development and change is being increasingly viewed within the monolithic category of 'individual transformations'. Measuring this individual change has also become an integral part of the approach to organizing, as evident in the various individual-centric-behaviour-change models (such as the popular Knowledge-Attitude-Behaviour model). This process is leading to the disempowerment of the individual. This paper 'questions' this nature of understanding societal reality, through re-looking at and re-articulating understandings of 'impact'.

Methodology/Framework

The paper would draw from various aspects of monitoring and evaluation. First, we need to revisit existing understandings of evaluation and discuss the concepts, values and systems of learning, used to define evaluation (Hummelbrunner, 2015). This framework would be used to elaborate the need to shift the focus of learning from change 'in individual action' to change 'in learning mechanisms'.

Our understanding of social interventions is further limited by the questions asked in the process of evaluation. Hence, we will examine the actual measurement process and the aspect of 'power' in the process of measurement. As noted by Batliwala (2010), even the process of assessing change within social reality is laden with power. Thus, in the process of measurement it becomes essential to question the 'why, what, how' of change, and specifically 'whose' change it is. In order to undertake this it is important that people are not just mere participants or observers but are 'change agents' who 'define' and 'direct' the various components of change. Here, there is

an extensive use of participatory methodologies of 'outcome mapping' and 'theory of change'.

Results/Discussions

This conceptual framework would be illustrated through various case studies drawn from the experience of grassroots feminist organizing, including cases of young girls' and women's collectives in feminist organizations who are at the core of the change they have initiated for overcoming early/child marriage. Overcoming early/child marriage is viewed here as a structural issue rather than an individual issue. Collectives here are partners at every step of the process, from deciding what to change, how to change, to what they believe is positive change. The aim is to capture evidence of collective action forging feminist solidarities, to have 'power with' than 'power over'. This form of organizing would bring to fore, how through collective action there is a conscious move towards a stress on change in norms, rules and values and to a change leading to learning focused on societal behavior change (Hummelbrunner, 2015).

This framework would thus, be able to speak to the design and development of sustainable programmes which address structural issues and work on collective transformation. Therefore this process of changing the lens of monitoring and evaluation would aid in relocating the 'loci' of power in the entire change process.

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A Guide for Evaluating Adolescent Girls Programs: Using a Gender and Equity Lens

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Keywords: adolescent girls, vulnerability, evaluation guide for South Asia,

Introduction

The paper presents a guide to evaluate programs for adolescents, especially high risk girls. The rationale for the study was to address a forgotten constituency – adolescents, and to especially focus on the most vulnerable among them. The guide argues that voices of the marginalized must frame evaluation questions. Theoretically, the evaluation guide leans on Rowland's 'power to' (increasing individual capacity and opportunities for access), 'power over' (change the power structures that constrain) 'power with' (increasing power for collective action) and 'power within' (increased awareness and desire to change) (Rowlands, 1997). The guide particularly looks at how the 'power within' and the 'power to' must be understood and strengthened to enable the 'power over' and 'power with' to take place. 'Power within' ensures that change is sustainable and 'power to' ensures they are able to access the opportunities made available by government. The guide develops a hybrid framework (Batliwala, 2010) that builds on best practice in the children rights movement and the gender movement – precisely because we are working with young girls. Girls at high risk are defined as children of sex workers, HIV positive and affected girls, trafficked and coming from extremely marginalized communities. A collaborative study by COE South Asia, a feminist network and a HIV positive women's network on the lived realities of high risk adolescent girls has informed the evaluation guide and the development of innovative participatory engendered tools.

Methodology/Framework

Findings indicate that the girls' experience of violence – emotional, social, physical, sexual starts early, that there are few role models and that access to services are blocked by economic, cultural and family gatekeepers. Higher the vulnerability of the girls, greater is the need for support to access available services and navigate the restrictions placed by gatekeepers. Girls living in vulnerable conditions have few decision making powers. Programs that do not address existing socio-

cultural power structures in society, fail to empower girls sufficiently to let them overcome the risks and vulnerabilities of their difficult circumstances. The paper argues that lived realities of girls must influence evaluation frameworks so that evidence can track transformative changes (or not) in programs meant to respond to needs of vulnerable girls.

Results/Discussion

The study findings in the dimensions of self-efficacy, violence, power relations, discrimination, empowerment and decision making has informed how a hybrid framework, marrying a gender transformative lens with a child protection and rights based best practice, is possible and could be developed. The framework is a valuable addition to evaluative thinking and to evaluate projects that seek to transform at-risk girls' lives, and not just to assess the outcomes of services. The framework provides a set of questions that navigates this hybrid framework and can be used to develop terms of reference for the evaluation of programs that target vulnerable girls or to guide evaluators commissioned to evaluate programs that target girls. The paper strongly argues for decision makers and implementers to use the guide, which has been vetted across three countries (India, Sri Lanka and Bangladesh) in a series of round tables, and enriched through discussions with about 100 persons at these round tables. This presentation will be useful for implementers, evaluators and decision makers in South Asia.

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Equity Focused Development and Globalization: Insights from an Evaluation Study of Child Labour in Glass Industry in India

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Keywords: child labour, glass industry, poverty, unemployment, equity

Introduction

This paper analyses how globalization leads to informalization, contractualization and increasing unemployment in a developing country like India, giving rise to poverty, social insecurity and tensions. Based on an International Labour Organization (ILO) sponsored evaluation study (2003) on child labour use in the Firozabad glass industry, it elaborates the causes, consequences and lessons learnt at grassroots level. Apparently in India globalization shocks are being borne by poor families, especially their women and children. With growing unemployment, as an adult male breadwinner loses his regular job or is pushed into casual work without a steady income, women and children have to work to make ends meet. Increasing dependence on casual/informal sector work, and growing participation of women and children was observed in Firozabad glass Industry; working conditions for child labour were pitiable and hazardous.

Methodology/Framework

The ILO-sponsored evaluation exercise was fully participatory. Information was sought from each actor including top level managers to grassroots level organizations, NGOs, children in Transition Education Centres, parents, teachers, skill trainees, SHGs mothers, and local community through questionnaires, schedules, formal and informal group discussions, etc. Statistically valid random samples were drawn from each target group. The data was analyzed using SPSS. All output-wise records of the Child Labour Welfare Society, Firozabad were also assessed.

Results/Discussion

The labour intensive Firozabad Glass Industry experienced the adverse impacts of globalization gradually in terms of closure of many medium and small-scale units, informalization and growing unemployment, particularly with the removal of quantitative restrictions on imports under WTO rules after 1995. With increasing adult unemployment,

children of poor households are compelled to join the workforce. The pains of social insecurity and deprivation may be minimized by ensuring 'expansion of capabilities' of individuals and communities with adequate provisions for quality education, health, employment, housing and similar other social sector interventions. The State would also be required to evolve a process of decentralized development that leads to both social equity and productive efficiency. Mere introduction of newer schemes and more schemes may not help. What is needed is efficient implementation of existing schemes with better utilization of available resources. Even a well-planned and nicely documented development project may lead nowhere, if not implemented with efficiency and thrust. The government, employers, trade unions, parents, support organizations, community leaders and media need to work in partnership. Group mobilization with meticulous planning, action and care, considering people's sensibilities, needs, aspirations, group dynamics and psychology, would be required to create a social movement against child labour in Firozabad. Similar experiments elsewhere suggest that despite poverty it is possible to combat child labour by creating an effective support base at the family, community and grassroots level. Qualitative action for ensuring convergence of state services for rehabilitation of child labour and their families and bringing a qualitative improvement in primary schooling facilities of the district may deliver results in future.

The salient features of the study, the major findings, and certain recommendations that emerged are summarized as appropriate interventions to be implemented in future for social sector development. These crucial lessons and the methodology of the study will be presented.

Panel formed by the Secretariat from Abstracts received

Evidence in Policy and Practice: Challenges and Lessons Learned (P-35)

Fostering a culture of effective M&E systems through data quality audit:

a South Asia perspective

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Keywords: data audit, IPPF, quality data, evidence, data management, M&E system

Introduction

Data quality audit (DQA) refers to the procedures for ensuring that Monitoring and Evaluation (M&E) data are accurate, complete, consistent and reliable. High quality data are essential for effective results-based management. It facilitates improving the quality of service provision to clients, as well as monitoring progress to achieve programme goals and objectives. DQA cuts across all M&E activities from program design, indicator definitions, data collection methods and reporting.

The International Planned Parenthood Federation (IPPF) is a global alliance striving to improve the quality of life of individuals by providing and campaigning for sexual and reproductive health and rights (SRHR) through advocacy and services across different countries through its member associations (MA). IPPF is moving towards Performance Based Funding, predicated on strong M&E systems that produce high quality data. Desk review of the data alone is insufficient to establish its accuracy. It needs to be verified and audited to preclude reporting inflated figures, erroneous data aggregation and underreporting. To validate the accuracy of data and ensure quality data for better informed decision-making, IPPF initiated DQAs through 2012-14 in the three high contributing MAs of South Asia (India, Bangladesh and Nepal)

The overall objective was to conduct a DQA of service statistics collected and disseminated by MAs for the preceding two years. The DQA sought to detect errors (systemic and random) and falsification, and besides the uniformity and integrity of reported data, to check adherence to protocol while collecting unit-specific data. Evaluation of M&E/MIS included examining the effectiveness of their data management systems in delivering error-free data, ensuring the authenticity, reliability and validity of reported data. This was also

to facilitate/develop action plans to bridge identified data quality issues for IPPF and for internal rectification within MA.

Methodology/Framework

A multi-stage sampling procedure was used to select 10% of Service Delivery Points (SDPs), from the line-list received from MA, based on type, performance and location. A standard tool was developed and data reported by MA to IPPF was verified by visiting and physically checking the MIS records and interacting with SDP and Head Quarter (HQ) staff. It was a trace and verification exercise of selected service statistics at each data collection and aggregation level. A scoring system was applied to calculate a Result Verification Ratio for major indicators.

Results/Discussion

The findings show some remarkable strengths in the data management system at both MA and branch/SDP levels. There were collation sheets across the SDPs/MAs. A few limitations were also identified e.g., registers were not standardized, definitions were not understood by SDP staffs and hence misreporting, formats were only in English.

Based on the results and recommendations of the DQAs, the M&E processes have been improved, tools and protocols have been standardized, translated and introduced to the MAs/SDPs. Additionally, a focal point has been identified in each branch and trained on the use of forms & formats, and program indicators. The M&E team (previously working in silos) is now integrated and working together in program data analysis and feedback.

DQA is a new initiative for IPPF and has been extremely useful to identify issues in data quality and solutions. The process itself can be used to strengthen capacity at both the organization and partner level. DQA contributes to quality improvement of data and programming effectively based on sound information.

Scaling science: Towards a systemic approach to expanding social action, scientific research, and their consequences

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Key words: research, scale, impact, use

Abstract:

Government, philanthropic, and private-sector organizations are focused on ensuring that their investments have wide-reaching impact. This concept of expansive impact is often referred to as *scale*. This paper explores the concept of scale as it applies to scientific research (including both social and natural science) undertaken for the social good. For example, the roll-out of an evidence-informed education policy across a national network of schools is preferable to a non-evaluated policy. Similarly, the provision of a tested drug treatment is better than an RCT of treatment options during an outbreak period.

Yet, despite this seemingly simple concept of research-informed scaling, many interventions are based on ideals rather than evidence, and conversely, much scientific research is not aligned to interventions that are readying for roll-out.

We outline a broad and generalizable view of scaling in an attempt to move beyond the common manufacturing model in which organizations seek additional resources in order to increase output. In other words, bigger research projects and/or more investment in the end results/innovations of research does not necessarily imply wider uptake and application.

We also argue that the ethical scaling of social science and natural science innovations are critical to the sustainability of their impacts and the planet. In other words, scaling research impact, when applicable and appropriate, rather than scaling as an imperative in its own right. We take a long-term, developmental view of scale, which we believe starts with basic research and, through multiple pathways, may achieve profound impact in expected and unexpected ways.

We will share a framework of evaluation and program design practices related to scientific research for the social good that we believe may increase the likelihood that research and its impacts can be scaled. We will

organize these ideas as a menu of options for evaluating a research program for scale potential, and will discuss how a research program manager can use these basic concepts in the design of new programs or re-design of existing programs.

Sustainable Development Return on Investment (SDRoI): Measuring the investment effectiveness of projects towards lasting development outcomes

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Keywords: Sustainable Development Return on Investment (SDRoI), Human Development Index, ecological footprint, sustainable development, evaluation, metrics

Introduction

A new science-based evaluation tool, SDRoI or Sustainable Development Return on Investment, measures the contribution of development projects towards the project community's lasting development. It serves not only implementers and funders, but is also designed to empower communities to set and track their own development goals.

Humanity's central challenge is achieving high human development within the ecological capacity of our planet. This is the essence of sustainable development and drives the UN's Sustainable Development Goals. Addressing this challenge is becoming more significant as humanity's resource demand is now exceeding what the planet's ecosystems can renew, while many members of humanity still face significant unmet needs. Addressing this requires metrics that can evaluate how effectively projects contribute to sustainable development. Macro measures exist to track progress (such as gross domestic product and national Ecological Footprints, including carbon emissions, water scarcity, etc.). But there are no rigorous community metrics to track human development gains and the natural resource access needed to maintain those gains. This is the gap the SDRoI framework is designed to address.

Methodology/Framework

Recognising that lasting human development depends on secure resource access, this project-level sustainable development metric (SDRoI) measures both the ultimate end (high human development for all) and the ultimate means (resource security for powering development).

To track these two dimensions, SDRoI employs UNDP's widely-used Human Development Index (HDI) alongside the population's Biocapacity to Ecological Footprint ratio. The latter measures how much regenerative biological capacity a population is able to access,

compared to how much is needed to feed its material resource metabolism (UNDP, 2013).

Results/Discussion

SDRoI uses community-based data collection to produce results using metrics that are also employed at the regional, national and global scale. SDRoI has been piloted with two leading social entrepreneur organizations in India: IDE-India (www.ide-india.org) and Gramvikas (www.gramvikas.org), including the first systematic application of HDI at the community level. Further applications are pending.

SDRoI, which complements traditional project-specific evaluation tools, makes the measurement of sustainable development, relevant and practical at the project level. It helps communities and implementers to address the core dilemma of driving human progress while ensuring the community has adequate resource access to maintain their progress. This supports the community's ability to drive its own development goals. It also enhances donor agencies' ability to generate a high sustainable development return on their investment through responsive project design and avoidance of piecemeal interventions.

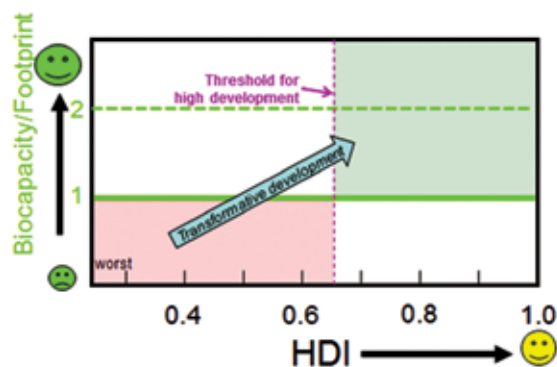


Figure 1: This graph summarizes the two dimensions of SDRoI: high human development combined with resource security (Biocapacity/Ecological Footprint > 1)

Reference:

UNDP (2013). Human Development Report 2013. Available at <http://hdr.undp.org/en/2013-report>, or http://hdr.undp.org/sites/default/files/reports/14/hdr2013_en_complete.pdf Figure 1.7 page 35 presents our HDI-Footprint approach.

Using the Core Humanitarian Standard to evaluate humanitarian programme quality: one agency's experience

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Keywords: humanitarian, quality, standards, scoring

Introduction

The discussion around quality of humanitarian assistance is not new: as far back as 2001 Griekspoor and Sondorp noted that “during the last five years, the debate on the performance of humanitarian assistance has intensified.” Ever since the evaluation of the Rwanda genocide response in 1995 highlighted concerns about the quality of service delivery, agencies have been striving to improve and evaluate their performance. The Sphere project with its quality standards was started in response to the evaluation findings and the People in Aid Code of Best Practice was started in 1997. In 2000, the Humanitarian Ombudsmen became the Humanitarian Accountability Programme. The latest development is the Core Humanitarian Standard: an amalgamation between HAP and People in Aid and a standard that has been adopted widely across the sector.

This paper discusses how one humanitarian agency will use the CHS to measure the quality of its humanitarian responses and how the resulting scores will inform and improve programmes.

Framework

Oxfam developed an evaluative framework (the Humanitarian Indicator Tool) using 13 quality standards where programmes are rated as met, Almost Met, Partially Met and Not Met and are scored as a percentage. This framework was the first time that an agency had tried to systematically and quantitatively measure quality in a programme. However, in 2015 when the Core Humanitarian Standard (CHS) was agreed across the humanitarian sector, Oxfam as a signatory to the CHS aligned the evaluative tool with the standards in order to carry forward this innovative approach. Every year, four programmes are selected and the evaluation is carried out as a desk study using all the documentation generated by the programme team as well as some telephone or Skype interviews.

Discussion

Although traditional evaluations have used the DAC criteria (including the humanitarian criteria), it is felt that these are very broad and open to interpretation by the evaluator (OECD, undated). The development of a core humanitarian indicator is a very positive addition to the quality initiatives that have gone before and has simplified the many standards that have existed both in the sector and in individual agencies. Using a common measurement of quality across all agencies will mean that governments and affected populations can actually hold agencies to account. Once everyone is conversant with the standard and the nine commitments, it will become an excellent tool both for improving the quality of humanitarian responses and in being able to evaluate against them.

Oxfam's experience of having standards is that progress can be tracked within a country (such as south Sudan) with recurring humanitarian emergencies. Although staff may change and the actual crisis may vary (drought or conflict for example), the fact that a standard with its specific commitments means that it is possible to track whether learning from previous responses has informed the implementation of the new programme. By adopting the CHS to replace our current internal standards, we are able to use a system already developed but can now rate ourselves against similar agencies in the same response. By doing so, we can show donors, the host government and affected communities that we are serious about programme quality.

Ultimately a good quality programme should mean that there is greater impact on the recovery of the affected populations: the ultimate goal of all our humanitarian efforts.

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Capitalization of lessons learned from the survival yards for disabled people in Burkina Faso, Ghana and Niger

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Keywords: capitalization, survival yards, disabled people

implementation process of activities helps to reduce project costs as they provide free services such as a piece of land, and some tips voluntarily.

Introduction

This paper derives from evaluation/capitalization of “survival yard projects” in Niger, Burkina Faso and Ghana. The objective was to provide an overall judgment on the implementation of these projects, appreciating their relevance, efficiency and effectiveness of implementation, and measuring the level of achievements, the expected changes and the sustainability of project impacts. Moreover, it was carried out to provide information on weaknesses and best practices in order to improve future actions, planning and future decisions on the relevance of survival yards for disasters, and reduction of related risks.

Methodology/Framework

A participatory approach using mixed methods was adopted. Transversely, data confirm the individual character of a survival yard and undoubtedly its contribution in improving living conditions of disabled people and their family (food production, income generation, management periods of weeds, disease prevention, social and economic inclusion, improving quality of life and participation in community life). Survival yard projects have an inclusive character as they do not discriminate beneficiaries according to the nature of disability.

Results/Discussion

It was evident that: i) The marginalization rate of disabled people was lowered and remarkably they were no longer seen as needy, but as key players in their respective communities; ii) Family members can take advantage of the disabled persons, which repositions the place of these individuals within families and communities; iii) The survival yards are a promotional opportunity to advocate for the rights of disabled persons and improving their socio-economic integration; iv) The involvement of key partners in the

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Participative Methodologies for Evaluation: Grassroots to multi-state Projects (P-36)

Measuring Corruption in Public Services: Challenges and Lessons Learnt

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Keywords: perception, experience, corruption

Introduction

In developing economies, poverty and inequality are closely interlinked with corruption in public services. Corruption in the basic and essential public services worst affect the poor. According to Pavarala (1996) and Shleifer & Vishny (1993), corruption is a major hindrance to governance, development and a threat to democratization. It leads to increases in poverty level and inequality among the population. A robust method to measure the change in incidences of corruption in public services that concern common citizens is very challenging but important for improving governance.

Methodology/Framework

The paper uses the data of two rounds of CMS-India Corruption Study (CMS-ICS) to understand the methodological challenges faced and lessons learnt for future evaluations. Using CMS-ICS household level samples of the two rounds (2008 and 2012) selected from slums of nine cities of India, the paper discusses the challenges in assessing the extent of corruption in public services and lessons learnt towards improving the methodology for more accuracy in estimation.

Results/Discussion

The key findings clearly showed that poor households are highly dependent on public services but, at the same time, a substantial proportion of slum dwellers remains deprived of the services due to prevailing corruption in public services. Bribes are asked for very basic purposes; higher bribes in services that have no competitors i.e. are monopolistic in nature, both in terms of service as well as pricing.

CMS-ICS uses 'PEE model' to estimate the extent of corruption wherein, P stands for Perception, E for Experience and second E for estimation of amount paid as bribe by the households, directly or indirectly (through middlemen), to public servants. The reference period was last one year prior to the survey.

Perceptions could be viewed as accumulated impressions, based on one's immediate and past experiences and could as well include those of neighbours and friends (TII-CMS, 2008).

Assessing extent of corruption using 'experience' of only those people (households), who have interacted with a particular public service, is expected to be more accurate and less ambiguous but is more resource consuming.

Another important aspect is that different family members interact with the same service but at different points of time and for different purposes. In both these situations, the perception and thereby experience of individuals within the household will vary.

Evaluating corruption by just experts' estimation does not reflect the real picture. As Endre Sik, a professor at the ELTE University, Hungary pointed out, expert evaluations are severely biased for many reasons, primarily due to the nature of the group of international business experts involved.

Measuring corruption would be close to accurate, if

- both perception and experience, supported with experts' estimations, are captured
- while giving monetary value to corruption, the favoritism or nepotism (including middlemen) or 'those who could not avail services as they did not pay bribes' are accounted for.
- we compare corruption at both 'better' and 'not so better' public service delivery points and assign weights to estimate bribe amount on this basis.
- the contribution/attribution of external agencies like media, judiciary and civil society groups in sensitizing the community and bringing down the level of corruption is also factored in.

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Monitoring of local public services by women-led grassroots agencies: case study on the processes of women's political empowerment at grassroots level in Bangladesh

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Keywords: citizen monitoring, accountability, women's empowerment, quality services

Introduction

Citizen monitoring of local public services as a means of social accountability has been popular in the developing countries. Civil society members, who are often accused of representing urban and educated elites, participate in the initiatives in most cases. Participation of grassroots women in the initiatives can be an important vehicle for their political empowerment. This paper focuses on such initiatives with examples from Bangladesh on the processes of women's political empowerment at the grassroots level through monitoring of local public services by women-led grassroots agencies.

Methodology/Framework

This paper covers two distinct cases of women-led citizen monitoring. The first one is a social audit of local public health services conducted by a union-based network of village-based women's circles. The second one is a review and needs assessment of union council's budget where women-led grassroots agencies played an important role. Kabeer's (1999) notion on the three dimensions of empowerment (resources, agency and achievements) has been followed in the research as the theoretical framework. Several qualitative methods namely Focus Group Discussion (FGD), Key Informant Interview (KII), Outcome Mapping (OM), and Most Significant Change (MSC) have been applied in the data collection.

Results/Discussion

The findings of the research suggest that grassroots women-led agencies supported by facilitating NGOs can democratically hold the local public services providing agencies accountable. Their accountability mechanisms have some empowering elements. When the grassroots women shared their findings on the performance of public service providers, in their presence and found them clarifying, they started feeling the sense of power. This sense helped the grassroots women leaders build their active agency. This research has found that the grassroots women, as active agencies, initiated a lot

of activities to promote their rights and protect other women and the poor from the violation of human rights. This by women-led grassroots agencies, empowers the grassroots women politically. However, it can be indicated that the processes and spaces are likely to offer space for building active citizenship or political agency among the grassroots women. This paper also identifies some challenges paper does not show any empirical evidence that monitoring of local public services, if conducted of monitoring local public services by women-led grassroots agencies. Government agencies, NGOs, donor agencies and researchers have roles to play to overcome the challenges for grassroots women's political empowerment. NGOs should promote and advocate informal political processes and spaces so that government recognises the needs of political empowerment of women as well as the processes and spaces for the sake of good governance, democracy and sustainable development. Researchers should conduct research to explore ways of promoting women's political empowerment and active citizenship in the context where traditional gender norms and patriarchal beliefs are still dominating and surpassing women's political freedom.

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**Improving maternal health in six states of India:
Evaluation of a maternal health improvement programme in India
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Keywords: maternal health, Maternal Mortality Ratio (MMR), village-level monitoring, public health system, community based monitoring, Millenium Development Goals (MDG)

Introduction

Globally, 350,000-500,000 women die annually during pregnancy and childbirth, and over 50 million women suffer poor reproductive health and serious pregnancy-related illness and disability.¹ Maternal mortality is a health indicator that reflects the great disparity between rich and poor countries. Millenium Development Goal (MDG) 5 was for each country to reduce by three quarters, between 1990 and 2015, the Maternal Mortality Ratio (MMR). For India this meant less than 100 per 100,000 live births by 2015. In 2007-09 the MMR was 212²; it declined in 2011-13 but is still high at 167³ with huge inter-state and intra-state disparities.

To address this issue, a 3-year project (2012-15) 'Improving Maternal Health in Six States of India' was conceptualised. The MMR and malnutrition in the project areas were much higher than the national average. Evidence on coverage of services indicated gaps in government programmes and schemes reaching the poor and marginalised communities. The project sought to improve maternal health status by strengthening community capacity to demand, access and monitor health services; simultaneously engaging with the health system at multiple levels (local, district, state, and national) to address the gaps in the public delivery system.

This paper aims to showcase the initiatives undertaken in monitoring and evaluation to measure results achieved both at the community and institutional level; and also to assess which strategies worked well and which didn't. The specific objectives were:

- To document the project impact on strengthening community capacity to demand, access and monitor health services for wider dissemination.
- To build understanding about the intervention process by describing the mechanism through which the program affects maternal health outcomes.
- To provide information to policy-makers about the scalability of the program, if it is found to be effective.

Methodology/Framework

A cross-sectional study using both quantitative and qualitative methods will attempt to capture the current knowledge level, attitude and behavioural practices, and processes adopted at community level to ensure safe motherhood. The social determinants approach is planned to identify the factors that have been crucial in shaping the outcomes. Quantitative methods aim to capture data at household level which will measure and quantify project impact. Qualitative data at community and institutional levels will explain the 'why' and 'how' of the impact created. A multistage cluster sampling was used to select 1260 households that have mothers with a child under 2 years. Household inquiries, semi-structured in-depth interviews at institutional level, and Focused Group Discussions at household level, are also planned.

Results/Discussion

The study is ongoing; the Baseline, Annual survey and Mid-term evaluation were done. Project impact will be measured by comparing the results of Baseline, Annual survey and Mid-term evaluation with the End-line evaluation.

¹ World Health Organization (WHO), UNFPA, UNICEF, World Bank. Trends in Maternal Mortality: 1990 to 2008. Geneva: UNFPA, the World Bank and the World Health Organization 2010.

² http://www.censusindia.gov.in/vital_statistics/SRS_Bulletins/Final-MMR%20Bulletin-2007-09_070711.pdf

³ http://www.censusindia.gov.in/vital_statistics/mmr_bulletin_2011-13.pdf

Application of Appreciative Inquiry Approach for Mid-Term Evaluation of Grassroots Capacity Building for REDD+ Project

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Keywords: appreciative Inquiry, discovery, cascading, REDD+, consortium

Introduction

REDD+ and climate change mitigation and adaptation are emerging issues in Nepal. RECOFTC has designed and developed the grassroots project for capacity building for REDD+ (henceforth called as the Grassroots Project), focusing on: **Analysis, concept and methodology development that contribute to planning and implementation of REDD+; Sustainable Landscapes; and Creating global consensus on REDD+**, based on findings and key lessons of the earlier phase of the capacity development project. Main objective of the project is to empower grassroots stakeholders for active contribution to REDD+ planning and policy process, to take advantage of potential benefits from REDD+ for local socio-economic development. It aims to develop their understanding of the current issues of REDD+, and build capacity of local people to communicate with policy makers and other stakeholders. This project has been implementing in partnership with FECOFUN, HIMAWANTI and Forest Action in 18 districts. Forest Department, REDD+ implementation Cell, local governing bodies, I/NGOs, national level facilitators, grassroots level facilitators and target community members are the major stakeholders of this project.

The MTR's broad objective was to review the overall progress of the Grassroots Project against its outcomes and outputs.

Methodology/Framework

The Review was qualitative in nature and followed a standard set of evaluation questions that focused on project relevance, effectiveness, efficiency, impact, sustainability and lessons learned. Questions were crafted based on discovery and dream of the appreciative inquiry approach. All stakeholders were consulted through field observations, focus group discussions, Appreciative Inquiry Interview, informal discussion and progress report reviews were done during the information collection process. Data coding,

tabulation and clustering were done before analysis and interpretation.

The purposive sampling method was applied to select the respondents. However, the respondents from east to western Nepal were randomly selected among the selected categories. Of the 69 respondents, 47% were grassroots community members, followed by 32% grassroots facilitators and the remainder from government, INGO and other sectors. This Mid Term Review focused on five criteria, namely relevance, effectiveness, efficiency, sustainability and impact of the project

Results/Discussion

Grassroots project had used cascade models for capacity development of target communities' members. During the period under review, a total of 179 grassroots level facilitators were trained; 55% were females. The cascade approach was found effective as 22 grassroots level facilitators trained 4,370 members of target communities. The project has published 20 articles in local daily newspapers, with wide distribution from target community members up to policy makers. The capacity development has sensitized Community Forest User Group (CFUG) members as REDD+ and Climate Change have become major agenda of CFUG executive meetings, general assembly, and the constitution and operation plan revision process. The trained participants and CFUGs members have applied the knowledge gained in a number of different ways. Regular mentoring and engagement as well as institutionalization of the new knowledge among grassroots level facilitators, are the key challenges to sustain the impacts of the project. Moreover, the consortium of three different organizations implementing the project has been making a joint effort at local to central level.

Panel formed by the Secretariat from Abstracts received

Evaluation Capacity Development: Learning from successes and challenges (P-37)

Building the Capacity for Evaluation: Phases, Tensions, and Tipping Points in the U.S. Context Bianca Montrosse-Moorhead^a, Kristen Juskievicz^b, Laura Kern^c & Dani Yomtov^d

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Keywords: evaluation capacity, evaluation practice, evaluation utilization, evaluation participation, evaluation phases

Introduction

Building evaluation capacity, to both conduct and use evaluation results, remains a key outcome nationally and internationally. Indicators of this continued focus are found in activities surrounding EvalYear, and the work being done by various entities (e.g., Voluntary Organizations for Professional Evaluation, EvalPartners, and the proposed Sustainable Development Goals [SDGs], etc.). This focus requires consideration of multiple issues, many of which are outlined in the CoE-SA Evaluation Conclave call. The aim of *this* paper is to provide a perspective on the question, “What is the current progress on building skills on evaluation in the U.S. government, civil institutions, and academia?”

The paper first summarizes and provides a timeline for the major “phases” of U.S. evaluation practice drawing from Shadish, Cook, and Leviton (1991) and Fitzpatrick, Sanders, and Worthen (2011). The authors subsequently overlay the major “phases” of U.S. evaluation capacity building along this timeline. In doing so, key discourses surrounding (i) how the U.S. government, civil institutions, and academia conceptualize evaluation practice, (ii) utilization, (iii) participation, and (iv) gender and inequalities are highlighted. Tipping points, “the moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire” (Gladwell, 2002), that led to the development and implementation of the next evaluation capacity building “phase” are also placed on the timeline. The paper concludes with a commentary on how this case example can be used to inform conversations regarding building the capacity for evaluation, and potential mechanisms for doing so.

Methodology/Framework

This paper is grounded in the conceptual frameworks proposed by Shadish, Cook, and Leviton (1991), Fitzpatrick, Sanders, and Worthen’s (2011), Preskill & Boyle (2008). Within the U.S. context, both Shadish et al. and Fitzpatrick et al. have recognized that the history of evaluation can be broken down into “phases,” each with its own unique characteristics. For example, Shadish et al. contend that the unique characteristics include: social programming, knowledge construction, valuing, knowledge use, and evaluation practice. Fitzpatrick et al. present characteristics that vary on policies, standards of evaluation, and the key ideas on the types of tools and methods developed. Most recently, Preskill and Boyle (2008) summarized prior evaluation capacity building efforts and presented a “multidisciplinary model of evaluation capacity building” in an attempt to unify previous discrepant ideas.

Results/Discussion

The relevance and importance of this paper cannot be overstated. The continued focus on building evaluation capacity impacts evaluation practice nationally and internationally. For example, the SDGs will require even more emphasis on building evaluation capacity nationally and internationally for at least two reasons. One, as SDGs are implemented, it is paramount that the evaluation community be included among the perspectives presented. Two, evaluation of SDGs will require a cadre of skilled evaluators to conduct development, monitoring, and evaluation work. The proposed SDGs will only strengthen calls for increased capacity building.

Further, calls for increased evaluation capacity are necessarily intertwined with discussions on evaluation

and evaluator competencies, standards of evaluation quality, ethical codes of conduct governing evaluation practice, and debates on the professionalization of evaluation. Thus, this paper has implications beyond evaluation capacity building.

Finally, it is important to note that this paper is purposefully grounded in the U.S. context and framed as a case example of how one nation historically has addressed building evaluation capacity and key tensions and tipping points that emerged at each phase. The authors see this case example not as a prescription for other nations, but rather as an example that will help international practitioners consider similarities and differences of the ideas expressed, as well as how their unique cultural context might shape evaluation capacity development in their nation state.

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A Critical Ethnography of Impact Evaluation in Development Practice:

A Case Study in Pakistan

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Keywords: evaluation, power, objectivity, knowledge, aid, development

Introduction

Growing calls for accountability and efficiency in the development discourse in donor countries spotlight impact evaluation. These evaluations should uncover 'objective' truths about development practices, in order to make development interventions more effective (White, 2009). Many commentators emphasize the need to identify and study the operation of power within the aid industry (Chambers, 2004). Mosse (2005) argues "...development interventions are not driven by official policy, but by exigencies of organisations and the need to maintain relationships".

This study aims to enrich our understanding of the environment in which evaluations take place and the various factors that shape the 'evidence' they produce. It will be of particular interest to academics, students, development practitioners and policymakers, amongst others.

Methodology/Framework

The relationship between funders and recipients in the global aid chain can be characterized by the concepts of *Coercion* and *Commitment*. *Coercion* relates to the way different forms and levels of power operate in development practice via the establishment of a framework of 'norms' and artefacts for controlling processes and establishing dominant narratives. *Commitment* is premised on the dedication of development practitioners and NGOs to certain development goals that drive them, and play a critical part in shaping their priorities and practices (Wallace *et al.*, 2007).

Against this background, the primary research relied on an ethnographic approach to study a multi-NGO project evaluation conducted by an International Development Think Tank in Pakistan. The study sought to unpack the factors that shape the 'evidence' produced by evaluations, and to illuminate the politics, relationships and incentives of actors in the 'Web of Aid' that shape development practices and outcomes (Chambers, 2004).

This paper views "knowledge" [or 'evidence'] as being constructed by social actors, rather than being some objective fact 'out there', detached from the person or institution undertaking the research" (Eyben, 2013, p. 2).

Three distinct categories of respondents were interviewed: evaluation consultants, NGO and INGO/donor staff. The interviews aimed to leverage the knowledge, experience and insights of the respondents by encouraging them to be reflective and share anecdotes from their experience.

Results/Discussion

The research shows that in fact development programme evaluations (and the 'evidence' they produce), far from being a liminal space, are highly contested spaces infused with power, and are driven by the self-serving interests of the actors involved. The research indicates that evaluations (1) are more cognizant of wider power relations, (2) are re-framed as learning rather than accountability tools, and (3) through nurturing collaborative and meaningful partnerships within the web of aid can produce potentially transformative knowledge to inform the design, planning and management of development interventions.

But at the core of any possible change remains the agency of individuals working in the global aid chain; to nurture reflexivity, practitioners must not only be activists for reform at the top levels in the industry, but also look inwards to enable an honest engagement with the power vested within themselves, through various formal and informal ties. While these findings may not be generalized, they certainly offer insights into the competing incentives for different actors, and the negotiation and compromise, which are key features of evaluations in practice.

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Developing Resilience-Based Evaluation Framework through a Responsive and Constructive approach for Forests and Forest Ecosystems in Nepal

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Keywords: resilience, responsive and constructive evaluation, forests, forest ecosystems, criteria and indicators

Introduction

Community forestry is vital for poverty alleviation at local level in Nepal. Hence, ecosystems security is critical to local communities. However, there are many challenges to effectively manage and sustainably cultivate the forest and forest ecosystems. Rapid climate change and climate variability is one; equally important is the weak evaluation base to properly assess effectiveness of sustainable forest management.

Performance assessment of collaborative forest management in Nepal is largely top down, expert driven and centrally planned, which seriously limits the role of local stakeholders and users to develop criteria and indicators for a resilient evaluation framework

The study, therefore, aimed to develop a climate resilient evaluation framework by identifying appropriate criteria² and indicators¹ (C&I) for local level forest users groups.

Methodology/Framework

Generally, both qualitative and quantitative assessments were employed.

In developing criteria and indicators an 'iterative filter and generation' method, in 3 phases, was followed. Initially, knowledge on resilient evaluation frameworks, and criteria and indicators for sustainable forest management, was gathered by reviewing national and international literature, relevant policies, and expert consultations. Using this knowledge, a set of principles, criteria and indicators was developed. This framework after further revisions was field-tested.

Phase 2 involved piloting the selected 18 criteria and 84 indicators in 8 local forest users groups, in four districts. For primary data, 160 household surveys and 8 focus

group discussions were carried out. Users' priorities were rated by using a Likert scale. After appropriate analysis the mean score of the preference ranking was used to compare the indicators.

Finally, the relevance of indicators to the local level and resilience was assessed by a panel of national level experts.

Results/Discussion

The study identified and prioritized 15 criteria and 30 indicators for the resilient evaluation framework, but the general understanding that would enable defining appropriate C&I is still evolving among both professionals and users. The concept is being discussed at national level among experts and academics but translating the knowledge for practical application at local level is yet to materialize fully. Users at local level have a general awareness on the changing environment but due to the high degree of complexity and uncertainty, many users are not conversant with the possible impact of climate change on forests and forests ecosystems. This poses problems in identifying criteria and indicators.

Responsive and constructive evaluation in the natural resources management sector is a discipline that is still evolving. This study has provided a practical methodology for developing, a generally acceptable, responsive and constructive evaluation framework, and a set of criteria and indicators specifically for local level natural resources management projects. Some of these criteria and indicators can be used by local forests groups to test the resilience of their forest, and make improvements using their own experience. Study findings would also provide some lessons for decision makers at national level, especially in developing local forest user guidelines and evaluation protocol.

¹ An indicator is any variable or component of the forest ecosystem or the relevant management systems used to infer attributes of the resource and their utilisation.

Capturing the Outcomes: Lessons from Implementation of Outcome Mapping as a Monitoring and Planning tool

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Keywords: outcomes, boundary partners, progress markers, outcome challenge, lesson

Introduction

CARE Nepal is implementing a six-year civil society support project, Right to Food, since July 2013. Outcome mapping (OM), the monitoring and planning system being used, was new to the project staff and partners. Of the three strategic partners, Community Self Reliance Center had an established monitoring and evaluation system (M&E) based on quantitative reporting of progress. National Network on Right to Food, and National Farmer Groups Federation had no established M&E system. Hence, increasing their capacities was the initial task. Despite the serious difficulties faced by the partners to internalize and own the system, OM was gradually incorporated into the project and also accepted as the partners' monitoring, planning and learning tool.

Methodology/Framework

Lessons were collected from project staff, who were directly involved in executing OM. Lessons, challenges and the way forward were discussed and drawn from the participants at project review and reflection meetings. Documents such as project framework, monitoring and evaluation system, project progress reports and monitoring reports were reviewed and analyzed.

Participatory workshops with partners, with an external facilitator, helped to identify and prioritize the actors (boundary partners) of the project. The workshops also spelled out the dream/outcome challenge of the respective actors. Progress markers were developed as a step towards gradual attainment of the dream of respective boundary partners. The social mobilizers (SMs) documented the progress against each progress marker, every six months, and sent it to district project officers, who compiled the information and forwarded it to the monitoring focal persons (MFPs) of the strategic partners. CARE's MFP receives compiled and abridged outcome journals from the partners MFPs on semi-annual basis. The outcome journal, translated into Nepali, is sent to the respective districts.

The compiled information was discussed in periodic review and reflection meetings. The resulting follow-up actions were incorporated into the project's annual work plan. As the SMs found it difficult to capture and interpret qualitative information, the progress markers were quantified, and each progress marker was provided with a set of guiding questions, to facilitate the collection of information and ensure uniformity. Progress markers were revisited in July 2015 to rectify translation errors and fine-tuned to suit the current situation; consequently some progress markers were dropped, some revised, and some moved to a different level (more suited than the original placement).

Results/Discussion

Up to now the strategic partners had worked with various funding partners, who used different monitoring systems, and none had any experience with OM. Strategic partners, boundary partners and SMs were all new to the OM system, and some took a long time to unlearn the previous systems and learn OM. As to be expected this posed many challenges – mostly due to the difficulties they experienced in identifying, collecting, analyzing and reporting outcomes in qualitative terms. The government stakeholders, on the other hand, require quantitative information in numbers and figures. OM merged with log-frame is the answer for meeting the information requirements of different stakeholders. Despite these challenges, the OM is suitable for projects designed and implemented in complex settings, which have the elements of capacity building and advocacy.

Evaluation - a Tool for Bettering Human Lives

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Keywords: development evaluation, implementation framework, flagship programmes, results frameworks

Introduction

Programme Evaluation Organisation (PEO), an evaluation organization, was in place since India's first five-year plan with a clear mandate for "evolving suitable methodologies including statistical designs for various types of evaluation studies; organizing, executing and monitoring of sample surveys; data processing, statistical analysis and interpretation of qualitative and quantitative data generated by the field units; and also for bringing out the Evaluation Reports". The evaluation studies were to be designed to assess the performance, process of implementation, effectiveness of the delivery systems and impact of programmes as per the requirement of the various Divisions of the erstwhile Planning Commission and ministries/departments of Government of India. Although PEO has carried out numerous studies over six decades its work has not been up to the mark as per the international standards and sometimes raises doubts about its credibility. Also it has no successors to extend the evaluation culture in the policy domain during the last six decades of its existence.

A large number of development programmes are being implemented by different ministries and departments and huge investments have been made on these development programmes over the years. For instance, 14 flagship programmes were launched by the Government of India with a view to **promoting employment and livelihoods, providing education and nutrition to children, creating and strengthening rural and urban infrastructure, improving health and sanitation, etc. Massive investments are being made under these iconic programmes.** Obviously, governments and other stakeholders need to know how well and to what extent the delivery mechanism is achieving the desired goals or intents of policies out of such massive investments.

Methodology

This mainly analytical paper is based on an extensive survey of relevant literature and policy documents. It also utilises some of the data from the Indian flagship

programmes and argues that the lack of results based evaluation has resulted in a hiatus between intents and outcomes of projects and programmes.

Results/Discussion

There are inherent problems with regard to evaluation of projects, programmes and policies in our country. The first and foremost problem is that there is no national evaluation policy and without policy it is difficult to assess the impact of programmes and policies. An evaluation policy framework helps improve the effectiveness, and measure the impact, of government programmes and policies, thereby reflecting on the credibility of the work done.

Most projects or programmes have in-built monitoring systems in terms of physical and financial targets, during their currency. However, performance target selection has a number of lacunae as it simply tries to track the progress in terms of inputs, activities and outputs, and rarely focuses on outcome and impacts (Kusek *et al.*, 2004; Linda *et al.*, 2009).

Evaluation of development projects and programmes rarely follow the principles of evaluation and there has been a severe disconnect between the implementation framework and outcomes framework or results framework (Awasthi, 2013).

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Evaluation Conclave 2015 Pre-Formed Panel

Using Measurement to Address Inequities in Access, Use and Quality of HealthCare: Experiences from Bill and Melinda Gates Foundation (BMGF) work in India (P-38)

Conducted by: *Bill and Melinda Gates Foundation*

Prevalent health inequities across geographies, sub-groups and MNH continuum of care present a persistent challenge to achieve important and long-standing goal of reducing inequities. Because of high burden of maternal and neonatal deaths, existing inequities in access and utilization of health care services pose the gravest challenge in the country. The embedded Monitoring, Learning and Evaluation (MLE) approach employs innovative methods for defining, measuring, analyzing and tracking inequities across health facility, frontline worker and community-level in an integrated way.

Presentation # 1: *Building MLE framework with equity lens: An Integrated Approach to Define, Measure and Analyze Inequities* (Kultar Singh & Dharmendra)

The embedded MLE framework employs innovative methods across all three domains of monitoring, evaluation and learning. The monitoring component of the project involves tracking inequities across marginalized group through process observations and video stories of change. The evaluation component has incorporated a representative sample of marginalized community to conduct sub-group analysis.

The approach plays a use-oriented and developmental role in commenting on inequities and in providing feedback for improvement. In addition, learning and feedback mechanisms as part of embedded nature provide crucial and concurrent inputs to the program. These aids in developing a better understanding of the contextual factors that act as enablers for the interventions to reduce inequities.

Presentation # 2: *Integrated Family Health Initiative in Bihar, India: are the changes equitable?* (Debarshi Bhattacharya, BMGF, Indrajit Chaudhuri, CARE)

Since 2011, Integrated Family Health Initiative (IFHI) started by CARE India with support of BMGF has been operational in 8 districts of Bihar, India with a goal to reduce maternal and neonatal mortality, malnutrition

and total fertility rate through improved uptake of key behaviors by improving coverage, quality and equity of health services.

From 534 blocks in 38 districts, using multistage-systematic-proportional sampling with a random component, 15685 consenting mothers of each age-group of babies (0-2/3-5/6-8/9-11/12-23 months) were interviewed. To explore equity odds ratios (OR) and their 95% confidence intervals (CI) were compared (overlapping and including the point estimates of the other strata) regarding change-in-estimates in IFHI districts with reference to non-IFHI ones across socio-demographic strata.

As per the findings, the likelihood of receiving most of the services targeted by IFHI and translating it into practice was uniform across the socio demographic strata.

Presentation # 3: *Methods and tools for addressing inequities in intervention coverage: Experience from Uttar Pradesh, India*¹ (Arup Kumar Das)

The Uttar Pradesh Technical Support Unit is supporting the frontline health workers such as the ASHAs (Accredited Social Health Activists), AWWs (*Anganwadi* workers) and the ANMs (Auxiliary Nurse Midwives) in the 100 focus blocks of the 25 high priority districts of Uttar Pradesh, India, through a set of 3 Community Resource Persons (CRPs) per block, each CRP covering a cluster of about 50-60 ASHA areas. The support is provided with an objective of increasing the coverage and utilization of services across geographies –coverage and utilization being measured through a monthly summary of the Village Health Index Register (VHIR) – a job-aid used by ASHAs. The VHIR helps the ASHAs to line-list 1000 individuals covered by her, prioritize individuals for outreach, and record the specific services that are provided to/utilized by each.

Using these tools and methods, the CRPs have been able to support the frontline community health workers to reduce the inequities across health units.

¹ Authors: Dr Arup Kumar Das, Dr Rajesh Jha (NHM), Mrunal Shetye, Dr B M Ramesh, Mr Bharat Lal Pandey

Biographies

Moderator: Yamini Atmavilas

Yamini Atmavilas is a Senior Program Officer, Measurement Learning and Evaluation at the Bill and Melinda Gates Foundation. Yamini leads the evaluation of foundation's work in Bihar as a part of the Ananya program. She has rich experience in liaising with policy makers and national level institutions such as the Planning Commission, the Ministry of Statistics and Program Implementation, and the Ministry of Women and Child Development.

Panellists:

Debarshi Bhattacharya is a Senior Program Officer, Bihar Program at the Bill and Melinda Gates Foundation. He leads the grants portfolio leading up to sustainable impact on Maternal and Newborn Health and Mortality, Nutrition and Immunization outcomes in Bihar as part of the Ananya program.

Kultar Singh is the Chief Executive Officer, Sambodhi Research & Communications Pvt. Ltd. He is a Management Postgraduate having expertise in quantitative research, monitoring and evaluation and advanced data analysis of diverse developmental issues specially those related to Health & Nutrition, HIV/AIDS, woman & child health in the urban, rural and tribal areas of the country.

Dharmendra Chandurkar is the Co-founder and Chief Knowledge Officer of Sambodhi Research & Communications Pvt. Ltd. Dharmendra is responsible for leading Sambodhi's knowledge vision and strategy, including identifying and incubating emerging methodologies and designs with relevance to Monitoring and Evaluation, Project Management and Research.

Indrajit Chaudhuri is the Director - Monitoring, Learning and Evaluation (MLE) for the Bihar Technical Support Program of CARE India. Indrajit has designed, developed and established the MLE Framework for the Integrated Family Health Initiative (IFHI) project under *Ananya* and currently working towards developing the Concurrent Monitoring and Learning (CML) system under the Bihar TSU grant.

Dr Arup Kumar Das is Team leader, Monitoring & Evaluation, UP TSU is working in TSU since the time of inception of TSU in 2013. Dr Das is a trained demographer from International Institute of Population sciences, Mumbai, India and has more than 10 years of experience in design and implementation of M&E system.

Annex 6.1

GLOBAL EVALUATION WEEK
CLOSING SESSION; 27 November 2015

Co-Chairs of the Session

Mr Colin Kirk, Co-Chair, EvalPartners

Ms Mallika R Samaranayake - President, CoE SA

15 50	Arrival of the Guest of Honour: Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal
16 00 – 16 20	Opening Remarks <ul style="list-style-type: none"> • Ms Mallika R Samaranayake, President, CoE SA • Mr Colin Kirk, Co-Chair, EvalPartners
16 20 – 16 30	Looking Forward. . . linking to the Global Evaluation Agenda 2016-2020 Mr Ziad Moussa , President, IOCE & Co-Chair, EvalPartners
16 30 – 16 40	Address: Dr Som Lal Subedi , Chief Secretary, Government of Nepal
16 40 – 17 00	Addresses by the Guest of Honour: Hon. Ananda Prasad Pokharel, Minister for Culture, Tourism and Civil Aviation, Government of Nepal
17 00 – 17 10	Presentation of Awards
17 10 – 17 20	Vote of Thanks: Dr Gana Pati Ojha , Vice President, CoE SA and Chairperson, CoE Nepal
17 25	Good-bye Skit

Annex 7.1

Participant Evaluation Form (Keynotes, Panels and Overall Assessment)

We are happy to receive feedback from you about the Conclave. Let us know how we can conduct our activities better. Thank you!

Directions:

Please rate the following activities accordingly. (1= Very poor, 2= Poor, 3= Average, 4= Good, 5=Excellent)

About Keynotes

1. Do you feel that the keynote plenary sessions were worthwhile to attend?

1 2 3 4 5

Remarks _____

2. How would you rate the overall content – information, clarity and level of detail of the keynotes?

1 2 3 4 5

Remarks _____

3. How would you rate the overall usefulness of the keynotes?

1 2 3 4 5

Which Keynote did you like especially like?

Remarks _____

About Panels

4. Do you feel that the panel sessions were worthwhile to attend?

1 2 3 4 5

Remarks _____

5. How would you rate the overall content – information and level of detail of the keynotes?

1 2 3 4 5

Remarks _____

6. How would you rate the overall usefulness of the panels?

1 2 3 4 5

Remarks _____

Overall

7. How would you rate the level of interaction among participants?

1 2 3 4 5

Remarks _____

8. How would you rate the Conclave event organizers/coordinating staff?

1 2 3 4 5

Remarks _____

8. Annexes

9. How would you rate the venue of the event? (in terms of food, location, and accommodation)

1 2 3 4 5

Remarks _____

10. How would you rate the materials/information distributed? (program, bag, other items)

1 2 3 4 5

Remarks _____

11. Please share any suggestions you might have for improving the workshop or specific workshop sessions.

12. Overall, how would you rate the workshop experience?

(5=Excellent, 4= Good, 3= Average, 2= Poor, 1= Very poor)

5 4 3 2 1

Remarks _____

THANK YOU VERY MUCH!

Annex 7.2

Participant Evaluation Form (Workshops)

Date: _____

Workshop Name: _____

DIRECTIONS:

Please rate the following activities accordingly. (1= Very poor, 2= Poor, 3= Average, 4= Good, 5=Excellent)

1. Do you feel overall that this workshop was worthwhile to attend?

1 2 3 4 5

Remarks _____

2. How would you rate the overall content – information and level of detail of the workshop?

1 2 3 4 5

Remarks _____

3. How would you rate the level of interaction among participants?

1 2 3 4 5

Remarks _____

4. How would you rate the workshop facilitators?

1 2 3 4 5

Remarks _____

5. How would you rate the materials/information distributed?

1 2 3 4 5

Remarks _____

6. Overall, how would you rate the workshop experience?

(5=Excellent, 4= Good, 3= Average, 2= Poor, 1= Very poor)

5 4 3 2 1

Remarks _____

THANK YOU VERY MUCH!



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