

**An event completion report on  
Orientation program on  
Monitoring and Evaluation theoretical and practical  
approaches including latest trends  
December 23-25, 2021  
Venue: Nagarkot  
Organized by NPC/AISN UN Project**



**Submitted to: NPC/AISN/UNDP  
Submitted by: CoE-Nepal,  
Kathmandu  
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## **1. Background**

Contracted by AISN/UNDP project, Community of Evaluators Nepal (CoE-Nepal), in collaboration with AISN project team, implemented the tasks of training cum workshop facilitation for capacity building on “Monitoring and Evaluation theoretical and practical approaches including latest trends” to a group of employees representing National Planning commission and selected sectoral ministries. This training was expected to share relevant concept and approaches including management of evaluation aiming to operationalize implementation plans and practices based on the current trends and strengthen the evaluation systems in Nepal in order to achieve effective SDG results.

## **2. Objectives of the training workshop**

The objective of this training workshop was to share learning from existing monitoring and evaluation systems and further develop the capacity of the participants to plan and use evaluation as a part of the broader M & E system building initiative.

### **2.1 Specific objectives:**

- i) Participants will be able to know the context of M and E practices, third party monitoring trends, identify the challenges and barriers of evaluation systems in Nepal’s development process;
- ii) Participants will have improved understanding on conceptual and practical approaches of evaluation;
- iii) Participants will improve their knowledge on evaluation approaches and tools as per the National M and E guideline 2075; and
- iv) Participants will identify opportunities and action for further strengthening evaluation systems.

## **3. Methodology and tools**

The training was delivered by the resource persons using interactive methods, e.g., mini lecture, small group work, case study discussion, brain storming, individual reflection, including video showing and power point presentation.

#### **4. Resource persons/trainers**

CoE-Nepal pulled subject matter specialists cum trainers from own group as well as from other VOPEs (Voluntary Organization for Professional Evaluation), namely, NES and SOME to provide their expertise on different topics. However, SOME resource person could not join for technical reason which was delivered by COE N board member, Manorama Adhikari. The training sessions also included lectures from Appreciative Inquiry Expert and Spirituality expert adding value to motivational aspects of the participants for setting their higher goals for self-awareness and commitments towards accountability on M&E for effective development. (please refer to Annex 1: training agenda for resource persons)

#### **5. Participants:**

A total of 25 (twenty-five) participants consisting of eight female and seventeen male officials attended the training. The training was successful due to a high level of enthusiasm and cooperation of the participants from NPC and various ministries. (Please refer to Annex 2 for participants' list)

#### **6. Expectations of the participants from the training:**

The first session began with the collection of the expectations and they are as follows:

- International evaluation techniques
- Effective evaluation methods
- Why evaluations fail?
- What is Meta evaluation?
- Contextual effects in data collection at three levels of government, i.e., federal, provincial and local
- Coordination in developing technical M&E indicators
- How to make internationally done third-party evaluation accountable?
- Different levels of coordination in joint monitoring-how to make it effective
- Practicalities of evaluation tactics
- How to write useable and practically applicable M&E report
- International practices
- Basic M&E concepts: skills
- How to M&E for all 5 M&E projects of Ministry of Industry
- How to be critical in our regular M&E processes
- Formats for all reports in one

- Reasons for not implementation of so many M&E report recommendations, even if we have done more than 15000 projects monitoring and evaluation
- “We do M&E mostly within our rooms, would like to see impacts in the field, but no provisions and facilities; how to activate?”
- Want to know pre ante and post ante evaluation method
- What is the key problem of M&E?
- In the infrastructure projects, usually we do monitoring during the construction phase, but how to continue M&E after the completion of the constructed structure?
- Want to know at least 4/5 key points of evaluation
- How to make effective evaluation?

## 7. Sessions proceeding

Session 1 of the event started with introduction, welcome and key note speech followed by various topics as mentioned below:

**i. Climate setting:** Following the inauguration of the training by Secretary of NPC, honorable Dr Bimala Rai Paudel, Parliamentary member, former NPC member, delivered an interactive session on “*Evaluation in development management: challenges, learning and emerging opportunities*”. The session was highly motivating for the participants to reflect own roles and issues related to accountability of the existing M& E systems, implementation challenges and management of evaluation for effective development.

The session set a favorable environment of critical assessment, M&E ethics, etc. for the rest of the sessions.

ii. Following, Manorama Adhikari, M&E expert, provided conceptual clarity on M&E, including critical differences between monitoring and evaluation and importance of M&E in development planning and implementation. In the first part, Manorama collected introduction and expectations from the participants through “going round with a ball game”.

iii. The session was followed by Kanchan Lama, GESI-Evaluation expert, who used case study method to enable the participants to acquiring skills to develop an exemplary ToC for “economic empowerment of women” project concept.

iv. The next session was delivered by Dr Mahdusudan Bhattarai, SDG/evaluation expert on the rationale for conducting evaluation along with highlighting the challenges and opportunities given by the SDG framework.

Session II- Day two was started with a day recap and presentations by experts from COE Nepal and NES with key speaker on Appreciative Inquiry.

v. Dr Ram Chandra Khanal delivered the first session of the second day on Evaluation conceptual clarity and types of evaluation criteria including the emerging issues under changing context.

vi. The next session was delivered by Manorama Adhikari, on “data analysis”- qualitative and quantitative data analysis: challenges including conduction of M&E in pandemic context, providing case example of a community health project’s M&E data analysis.

vii. Dr Bhubam Bajracharya facilitated the next session on the major policies, approaches and practices of M&E in Nepal including comparison with India and China.

viii. Following, Dr Dhruva Acharya, the Appreciative Inquiry expert encouraged by his lecture on developing a positive attitude in M&E to get effective results, including in humanitarian crisis context. He emphasized on empowering impact groups by arousing positivity in thinking and behavior for positive outcomes.

ix. Dr Jhank N Shrestha, delivered his session on third party evaluation: approaches and practices by sharing a case of China reference to poverty alleviation, which was helpful for clarifying the logic, importance and limitations of third-party evaluation.

x. An interesting session on spirituality and performance management was delivered by Dr Bhanu Sharma, the expert from Jeewan Vigyan, who explained about the importance of spiritual approach to design self-development goals to enhance goals of own institutions.

xi. The final technical session was given to GESI perspective in M&E, which was facilitated by Kanchan Lama by giving practical group work to assess cases on different models of GESI interventions, exploitative, accommodative and transformative and introduced reach/access indicators, women’s agency indicators and economic advancement indicators to measure GESI impacts on target groups, including intersectionality dimensions.

## **8. Closing session:**

Day three was followed the closing sessions where, Mr Purushottam Subedi, Program Director conducted a closing session under the chairpersonship of Vice Chairperson of NPC, where he invited participants to discuss in groups about the following questions and share their opinions:

- What are the issues you find in M&E? Why is M&E not effective?
- What should we do to solve the issues to make M&E effective?
- What is the role of NPC in making M&E effective?

The participants shared their views for effective M&E systems and implementation by NPC through giving priority to M&E as an important part of national development, building capacity, making budget allocation on time, and making use of the evaluation outcomes., besides learning from other countries' evaluation systems.

Responding to the ideas and opinions of the participants, the VC of NPC expressed his eagerness to support NPC to build a favorable environment to advance and strengthen M&E systems, capacity and commitments for implementation.

The organizer thanked all for making the training a big success and declared the closing of the training.

## **9. Key learnings from the training**

The participants reflected on learning from the training in the following way:

- M&E related issues need to be critically analyzed and corrected.
- Practical application of Theory of Change for RBM
- Monitoring and evaluation: conceptual clarity and application in systems
- Recognized challenges in evaluation for development in context of SDGs.
- Blue marble evaluation
- Sill over effects
- Synergy effects can be drawn through AI
- RCT approach of project evaluation
- How to build positive thinking
- “Word Creates world”-placebo effect
- Highlight success not only failure.
- Third party evaluation is critical
- AI enhances productivity
- Evaluation should include critical thinking

- Good enough evaluation is agreeable for pragmatic solution

#### **10. Evaluation of the training:**

The participants were given an objective evaluation format to fill up with tick marks as well as to write down their immediate action plans based on three key learnings. They were also requested to suggest improvement ways for training. (refer to Annex 3 for evaluation results)



## Annex 1: Training Agenda

### DAY I – Dec 23, 2021

Time	Sessions	Topics	Resource Person	Remarks
8:00 – 9:30		Arrival at the training workshop venue		logistics arranged by NPC
9:30 – 10:00		Break-fast Tea / Coffee and Registration		
10:00 – 10:30		Expectation Collection		
10:30 – 10:45	Opening Remarks:	Welcome and objectives	NPC Joint Secretary	
10:45 – 11:45		Evaluation in Development Management: challenges, learning and emerging opportunities	Dr. Bimala Rai Poudel- Member of Parliament; 9841328763	
11:45 – 12:00		Tea Break		
12:00 – 13:30	Understanding M and E	Introduction to Monitoring and Evaluation (M and E) Differences and Relationship between monitoring and evaluation Importance of M and E in the development planning and implementation	Manorama Adhikari COE Nepal 9860113773	
13:30 – 14:30		Lunch		
14:30 – 16:00	Approach and Practice	Result based management considering SDGs	Kanchan Lama; COE Nepal	

		(theory of change, result framework, and M & E plan) Exercise/sharing: issues / challenges in relation to evaluation, evaluation system strengthening	9851061384	
16:00 – 16:15		Tea break		
16:15 – 17:00	Country obligations	Why to conduct Impact Evaluation? challenges and opportunities in the SDG framework	Dr.Madhusudan Bhattarai-COE Nepal 9851235925	
17:00 – 17:30		High tea		
19:00		Dinner		

## DAY II – Dec 24, 2021

Time	Sessions	Topics	Resource Person	
7:30 – 8:30		Break fast		
<b>8:30-10:00</b>	Concept and approaches	Key evaluation concepts: understanding Transformative Development and Developmental evaluation designs in evaluation designs	Dr Ram Chandra Khanal- COE Nepal, 9841369922	
10:00 – 11:30	Policies	Major Policies, approaches and Practices of M&E in Nepal	Bhuban Raj Bajracharya- Nepal Evaluation Society (NES) 9851039701	
11:30 – 11:45		Tea break		

11:45 13:00	-	Third party evaluation	Introduction to third party evaluation- approaches and practices- case sharing	Jhank Shrestha- NES,9841524 993	
13:00 14:00	-		Lunch		
14:00 15:30	-		Understanding Appreciative Inquiry and its application in the Monitoring and Evaluation	Dhruba Acharya Pragya Management; 9851068544	
15:30 17:00	-	Data analysis	Data analysis -qualitative and quantitative issues and challenges (how monitoring and evaluation can be conducted in the pandemic situations)	Manorama Adhikari- COE Nepal 9860113773	
16:45 17:15	-	Feedback	Training Evaluation	NPC/AISN	
17:15			Tea and coffee		
18:30- 20:00			Reception Dinner		

### DAY III – Dec 25, 2021

Time	Sessions	Topics	Resource Person		
7:30 – 8:30		Break fast			
8.30-10:00		Spirituality and performance management	Dr. Bhanu Sharma; Jeewan Vigyan 9851033924		
10:00 11:30	-	GESI Prospective	Gendered Evaluation a context and approaches	Kanchan Lama 9851061384	
11:30 11:45	-		Tea Break		
11:45- 12:15		Evaluation planning and management	National M&E Guideline Discussion	NPC	

12:15 - 12:30		Planning, Budgeting and MTEF System	NPC/SEC	
12:30- 13:00		Role of NPC in strengthening evaluation at federal level and vision for sub-national levels	NPC/VC	
13:00–13:15		Closing Remarks with Vote of Thanks	NPC/AISN	
13:15		Lunch		
14:30		Departure		

## Annex 2: List of participants

List of participants in the reported training				
S. N.	Name	Organization	Designation	email
1	Mr Binod Pd Gaire	NPC	Planning Officer	<a href="mailto:vinodgaire123@gmail.com">vinodgaire123@gmail.com</a>
2	Ms Sahishnu Pokharel	MoPIT	Engineer	<a href="mailto:sahishnu.sp@gmail.com">sahishnu.sp@gmail.com</a>
3	Ms Rachana Pradhan	MoCTCA	Section Officer	<a href="mailto:rachana1pradhan@gmail.com">rachana1pradhan@gmail.com</a>
4	Ms Sunita Parajuli	NPC	Planning Officer	<a href="mailto:pyxuni@hotmail.com">pyxuni@hotmail.com</a>
5	Mr Ram Mani Adhikari	NPC	Planning Officer	<a href="mailto:rammani.ady@gmail.com">rammani.ady@gmail.com</a>
6	Mr Deepak Dhakal	MoUD	Section Officer	<a href="mailto:ddhakal118@gmail.com">ddhakal118@gmail.com</a>
7	Mr Chandra Bikram Kunwar	MoALD	Livestock Dev Officer	<a href="mailto:cbkmoald@gmail.com">cbkmoald@gmail.com</a>
8	Mr Guna Raj Bhattarai	NPC	Planning Officer	<a href="mailto:romiorasik@gmail.com">romiorasik@gmail.com</a>
9	Mr Dhan Bahadur Shrestha	MoEST	Undersecretary	<a href="mailto:dbstha2036@gmail.com">dbstha2036@gmail.com</a>
10	Mr Tek Nath Dahal	NPC	Program Director	<a href="mailto:dahalt42@gmail.com">dahalt42@gmail.com</a>
11	Mr Ananta Raj Lamichhane	MoLMCP A	Section Officer	<a href="mailto:anantarajlamichhane@gmail.com">anantarajlamichhane@gmail.com</a>
12	Mr Santosh Nepali	MoFE	Section Officer	<a href="mailto:santoshnepali2048@gmail.com">santoshnepali2048@gmail.com</a>
13	Ms Babita Marasini	NPC	Planning Officer	<a href="mailto:babi.marasini@gmail.com">babi.marasini@gmail.com</a>
14	Mr Krishna Byanju	NPC	Program Director	<a href="mailto:kbyanju@npc.gov.np">kbyanju@npc.gov.np</a>
15	Mr Shekhar Ratna Shakya	NPC	Planning Officer	<a href="mailto:srshakya@npc.gov.np">srshakya@npc.gov.np</a>
16	Ms Mandira Napit	NPC	Computer Officer	<a href="mailto:mngurung@npc.gov.np">mngurung@npc.gov.np</a>

17	Mr Yadav Bhandari	MoICS	Section Officer	<a href="mailto:yadavbhandariss@gmail.com">yadavbhandariss@gmail.com</a>
18	Mr Drona Raj Niroula	MoFAGA	Section Officer	<a href="mailto:drona.r.niroula@gmail.com">drona.r.niroula@gmail.com</a>
19	Mr Deepak Kumar Nepali	MoWS	Section Officer	<a href="mailto:nepalid10@gmail.com">nepalid10@gmail.com</a>
20	Mr Amar Bdr Chanda Thakuri	MoERI	Section Officer	<a href="mailto:abcthakuri@hotmail.com">abcthakuri@hotmail.com</a>
21	Mr Barta Raj Paudel	MoLESS	Section Officer	<a href="mailto:bartaraj2009@gmail.com">bartaraj2009@gmail.com</a>
22	Mr Mitra Dev Lamsal	NPC	Planning Officer	<a href="mailto:alwaysmitra@gmail.com">alwaysmitra@gmail.com</a>
23	Mr Tirtha Raj Chapagain	NPC	Planning Officer	<a href="mailto:trchapagain@npc.gov.np">trchapagain@npc.gov.np</a>
24	Ms Sharada Gyawali	NPC	Planning Officer	<a href="mailto:sgnawali@npc.gov.np">sgnawali@npc.gov.np</a>
25	Ms Sona Shrestha	NPC	Planning Officer	<a href="mailto:sshrestha@npc.gov.np">sshrestha@npc.gov.np</a>
26	Ms Laxmi Ghimire	NPC	Program Director	<a href="mailto:lghimire@npc.gov.np">lghimire@npc.gov.np</a>
27	Mr Man Bdr Magar	NPC	Planning Officer	<a href="mailto:mbmagar@npc.gov.np">mbmagar@npc.gov.np</a>
28	Mr Suraj Ghimire	NPC	Planning Officer	<a href="mailto:sghimire@npc.gov.np">sghimire@npc.gov.np</a>
32	Kewal Pd Bhandari	NPC	Secretary	
33	Mr Shusil Dhakal	NPC	Joint Secretary	
34	Mr Rajendra Paudel	NPC	Joint Secretary	
35	Mr Purushottam Subedi	NPC	Program Director	
36	Mr Padam Bhusal	AISN	Policy Specialist	

### Annex 3: Evaluation responses

**Training evaluation sheet**  
**Monitoring and Evaluation training programme**  
**23<sup>rd</sup> to 25<sup>th</sup> December 2021**

<b>Please insert your responses in the given format by giving a tick mark against the given parameters</b>					
<b>Evaluation Parameters</b>	<b>Inadequate</b>	<b>Fair</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>
<b>1.Outcomes</b> :The expected outcomes of the training were accomplished in the following aspects-					
1.1 Personal motivation level	0	3	5	11	6
1.2 Institutional accountability level	0	2	10	10	3
<b>2. Process and design</b> Sessions were designed to meet with the participants' learning needs	1	3	12	8	1
<b>3. Participation by participants</b> Sessions participatory and inclusive, different views were expressed and considered	0	2	9	10	4
<b>4. Inputs given by the trainers as per the following aspects:</b>					
4.1 Topics covered	0	3	12	10	0
4.2 Conceptual clarity		2	13	6	4
4.3 Delivery skills	1	2	9	11	2
4.3 Methods applied	1	2	13	8	1
4.4 Materials	1	1	15	8	0
<b>Total score by criteria:</b>	<b>4</b>	<b>20</b>	<b>98</b>	<b>82</b>	<b>21</b>
<b>5.Training Management</b>					
5.1 Time Management	0	10	8	6	1
5.2 Food and refreshment	0	0	6	16	3
5.3 Basic facilities in the training	0	0	8	12	5

<b>Please insert your responses in the given format by giving a tick mark against the given parameters</b>					
<b>Evaluation Parameters</b>	<b>Inadequate</b>	<b>Fair</b>	<b>Good</b>	<b>Very good</b>	<b>Excellent</b>
5.4 Pandemic related protection provisions	0	3	8	11	3
<b>Total score by criteria</b>	<b>0</b>	<b>13</b>	<b>30</b>	<b>45</b>	<b>12</b>

Please carefully read the following and provide your committed response:

**1.What are the three key learning points from this training for you? Make an action plan to implement those three key leaning points at work.**

1. Impact evaluation, Appreciative inquiry, spirituality and performance management;
2. Be very much responsible and accountable ; appreciative inquiry approach, techniques of effective monitoring
3. Critical thinking, appreciative inquiry, theory of change
4. Monitoring, evaluation, humane expectations
5. Effective M&E, impact evaluation-processes, evaluation between stress management
6. Spirituality in performance management, AI, evaluation in development
7. Create your humanism within you; perform your task with Appreciative model, Third party evaluation should be done for impact level
8. GESI perspective essential in M&E, spirituality and performance management; types of evaluation
9. AI to apply in evaluation, Difference between monitoring and evaluation, spirituality in performance management
- 10.M&E, Third party evaluation, spirituality and performance management
- 11.Be accountable in third party evaluation, AI application in personal and institutional level; identify self-strengths, power, peace and work to achieve it
- 12.Use M&E concept at work; start life positively and plan work; AI in work
- 13.AI—stress management-evaluation after preparing action plans
- 14.Positive thinking; good enough method; peace and power
- 15.AI; spirituality and M&E
- 16.Apply AI in evaluation
- 17.Be positive; differences in M&E



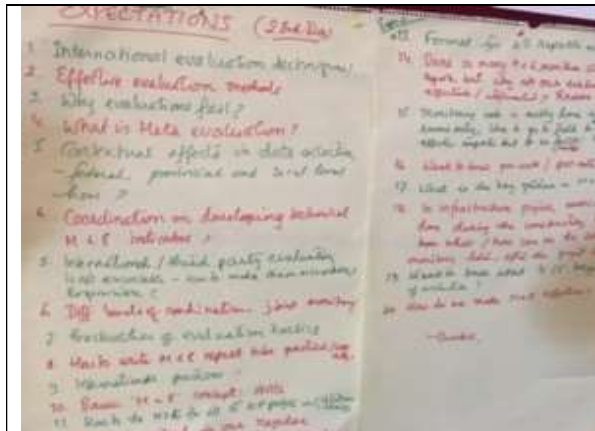
- 18.M&E key difference: monitoring goes for outputs but evaluation is for impacts; words creates the world; AI-positive vibes bring positive results
- 19.Monitoring for correction and evaluation for lessons learned; spirituality; appreciative inquiry
- 20.AI; spirituality; detail on M&E; starting a work with positivity, AI, detail study on any matter, consistency, dynamism
- 21.I will take decisions based on M&E; I will provide full authority to third party in evaluation; will encourage my inner peace and power at work
- 22.M&E process in development management; spirituality application at work and workplace; know own capacity and increase daily
- 23.Apply theory of change, AI and spirituality; M&E with fun; my action plan is to identify problems; making necessary actions with indicators, way forward
- 24.Be positive; enhance M&E theoretical scope; spiritual inquiry enhances work performance

## **2.What would be your suggested actions for improvement in similar training in the future?**

- Practical practices are more needed, course of study, should tally with actual problem facing by the staff in monitoring and evaluation section in the ministry.
- Insufficient time for designed course
- Pandemic friendly accommodation (room allocation)
- Further training needs to be provided soon
- Allocate separate rooms for individuals due to pandemic precaution
- Revise training content; personally, found the training too technical, rather than applied.
- Provide refreshers training
- Extend duration of training
- Provide sufficient time for each topic
- Please make opportunities to be close among friends
- It is a very good training about M&E and other topics, very useful for our daily working style
- Apply more participatory interactive method
- More practical and behavioral part should be focused while planning such training

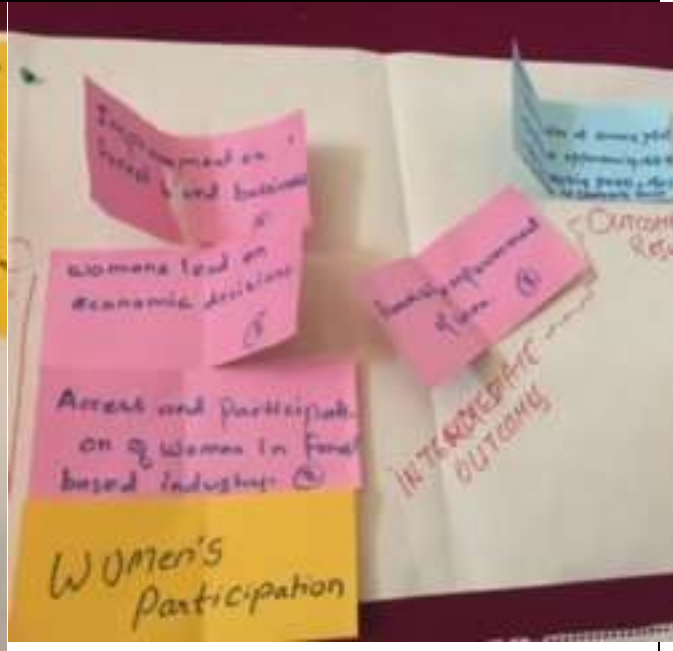
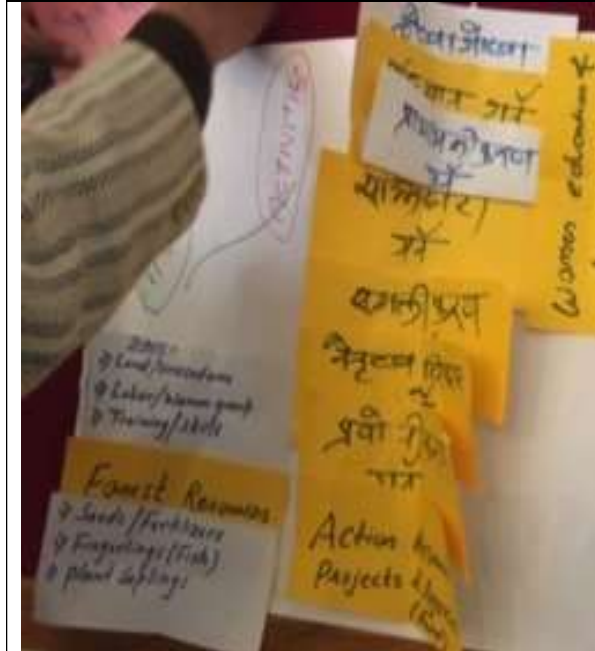
- Need to have longer duration for such training
- 2 and half days is not enough; give more time
- Training duration needs to be extended
- More practical sessions needed; cover contents from abroad and national level too
- “Stress management”- practical class for evaluation
- Too much theory is not good; rather make practical sessions
- Make it demand based
- Make the training more interactive
- History/trend and future including contemporary examples too
- Public servants could be better as Resource persons
- Better work schedule needed
- More practical approach rather than theoretical
- Over al training was very good, some suggestions-try to make more practical;
- Try to exclude slide presentation and focus on case studies; rle plays and simulation
- Selection of facilitators (?)
- Delivery of contents is important
- Use improvised training techniques; one way lecture delivery is a pos technique; should us versatile techniques

**Glimpses from the training event:**



**Expectations..**

**Monitoring & evaluation**



**ToC exercise**