

EvalFest 2018

EvalFest 2018: Visibility, Voice and Value



The Report

New Delhi, India
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About Evaluation Community of India

Evaluation Community of India (ECOI) seeks to promote knowledge sharing in the areas of monitoring and evaluation to advance high quality and credible evaluations, which can improve effectiveness of development programs and policies.

Evaluation Community of India is recognized as a Voluntary Organizations for Professional Evaluation (VOPE) by the International Organization for Cooperation in Evaluation (IOCE)

url: www.ecoionline.com
e-mail: evalcoi1@gmail.com
facebook-page: www.facebook.com/evalcoIndia/
Twitter: ECOI_India

ECOI Core Group

Alok Srivastava (Centre for Media Studies)

Aniruddha Brahmachari (OXFAM International)

Banda VLN Rao (Independent Consultant, formerly with Indian Statistical Service)

Nabesh Bohidar (CARE India)

R.S. Goyal (Independent consultant, formerly with IIHMR)

Rajib Nandi (Institute of Social Studies Trust)

Rashmi Agrawal (Independent consultant, formerly with NILERD, NITI Aayog)

Rituu B. Nanda (Consultant, ISST and Constellation)

Shubh Kumar-Range (Independent consultant)

Our Partners



Acknowledgements

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Key-note speakers:

- **Prof. Vijay Paul Sharma**, Chairperson, CACP, Ministry of Agriculture, Govt. of India
- **Dr. Emmanuel Jimenez**, Executive Director, 3ie
- **Mr. Marco Segone**, Director, Evaluation Office, UNFPA
- **Mr. Joseph Barnes**, Senior Partner, ImpactReady
- **Dr. T. Haque**, Chairman, Special Cell on Land Policy, NITI Aayog, Govt. of India
- **Dr. P. K. Anand**, Research and Information System for Developing Countries (RIS)
- **Dr. A.K. Shiva Kumar**, Senior Development and Policy Specialist
- **Ms. Mallika Samaranayake**, Former President, COE-SA

Chairs and moderators:

- **Mr. Ajit Kumar**, Managing Editor & CEO, Radiance Media
- **Mr. Asela Kalugampitiya**, Executive Coordinator, EvalPartners
- **Ms. Beryl Leach**, director and head, policy, advocacy and communication, 3ie
- **Dr. Denny John** Campbell Collaboration
- **Mr. Dhiraj Anand**, Oxfam (India)
- **Ms. Neeta Goel**, Senior evaluation specialist, 3ie
- **Ms. P.N. Vasanti**, Director General, Centre for Media Studies
- **Dr. Ratna M. Sudarshan**, Trustee, Institute of Social Studies Trust
- **Dr. Sanjiv Kumar**, Director, IHMR, Delhi
- **Dr. Shobhini Mukherji**, Executive Director, J-PAL

The Panelists:

- **Adinda Van Hemelrijck**, Independent Evaluation Consultant,
- **Ali Popalzai**, Afghan Evaluation Society (AfES)
- **Anna Schurmann**, Independent Public Health Consultant
- **Anukriti Dixit**, Doctoral Scholar, IIM Ahmedabad
- **Anurag Goel**, SDG Advisor for the Government of Assam
- **Aparna Khanna**, Lady Irwin College (University of Delhi)
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- **Ganapati Ojha**, Chairperson, Community of Evaluators – South Asia
- **Garima Bansal**, Delhi University
- **Gordon Wanzare**, Evaluation Society of Kenya
- **Harini Kannan**, J-PAL South Asia
- **James Mathew**, Dy. Director General, CSO, MOSPI
- **Karandeep Bhagat**, Senior Manager, Centre for Social Equity and Inclusion
- **Krishna Kumar**, RIS, New Delhi
- **Lalima Aneja Dang**, Freelance newsreader
- **Leena Sushant**, Breakthrough

- **Madhulika Singh**, UNWomen, New Delhi
- **Madri Jansen van Rensburg**, Independent Research Professional, South Africa
- **Mahima Taneja**, Outline India
- **Manika Bora**, NEUPA
- **Manju Mary Paul**, Ministry of Women and Child Development, GOI
- **Maulik Chauhan**, Associate Director, Survey CTO
- **Niti Saxena**, Sahgal Foundation
- **Rama Rao**, Ex-Director, NAARM, ICAR Emeritus Scientist, PJTSAU, Hyderabad
- **Rasha Omar**, Country Representative, IFAD, India
- **Sanjay Kumar**, National Programme Officer, UNFPA, India
- **Santosh Singh**, Ambedkar University, Delhi
- **Sanyukta Samaddar**, OSD, NITI Aayog, Govt. of India
- **Savina Ammassari**, Senior Strategic Information Adviser, UNAIDS India
- **Sayak Khatua**, Outline India
- **Shilipa Pandit**, Social Scientist, and M&E specialist
- **Sonal Zaveri**, Vice-Chair, Community of Evaluators – South Asia
- **Sowmya Karun**, Partnership Strategist, SocialCops
- **Sudha Narayanan**, IGIDR
- **Sudipta Mondal**, Project Concern International
- **Sushanta K. Banerjee**, Sr. Director (Research & Evaluation), Ipas Development Foundation
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- Oxfam
- Radiance
- UNDP
- UNFPA

and

All the discussants, presenters, participants, poster presenters, volunteers, ECOI members, and the support team at Institute of Social Studies Trust.

ACRONYMS

3ie	International Initiative for Impact Evaluation
AIR	All India Radio
AfES	Afghan Evaluation Society
CACP	Commission for Agricultural Costs and Prices
CEDAW	Convention on Elimination of Discrimination against Women
CMS	Centre for Media Studies
CNES	Centre for North Eastern Studies
COE (SA)	Community of Evaluators (South Asia)
CSO	Central Statistical Office
DFID	Department of International Development (Government of UK)
DISE	District Information System for Education
DISHA	Developing Initiatives for Social and Human Action
ECOI	Evaluation Community of India
GOI	Government of India
ICAR	Indian Council of Agricultural Research
IFAD	International Fund for Agricultural Development
IGIDR	Indira Gandhi Institute of Development Research
IIHMR (Delhi)	International Institute for Health Management Research, Delhi
IIM	Indian Institute of Management
IOCE	International Organization for Cooperation in Evaluation
ISST	Institute of Social Studies Trust
J-PAL	The Abdul Latif Jameel Poverty Action Lab
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MER (UNwomen)	Media and Resources
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MOSPI	Ministry of Statistics and Programme Implementation
NAARM	National Academy for Agricultural Research and Management
NILERD	National Institute for Labour Economics Research and Development
NITI	National Institution for Transforming India
NUEPA	National Institute for Educational Planning and Administration
OSD	Officer on Special Duty
PIALA	Participatory Impact Assessment and Learning Approach
PJTSAU	Prof. Jaishankar Telangana State Agricultural University
RIS	Research and Information System for Developing Countries
SDG	Sustainable Development Goals
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
VOPE	Voluntary Organization for Professional Evaluation

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1 Concept

EvalFest 2018 was designed as an event to contribute to evaluation capacity building by sharing knowledge about the best practices, approaches and evaluation methods that are participatory, contextual, replicable and adaptable. This event was conceptualized with the belief that every stakeholder involved with the process of development had something critical and mutually reinforcing to bring to the field of evaluation. The event was envisaged to be inclusive and participatory for a range of actors from beneficiaries through evaluators to policymakers. EvalFest provided the convening space to bring them together to have collective ideas that would help build common understanding of the importance of evaluation, how it was done and its usefulness for learning and making improvements by sharing knowledge and perspectives.

EvalFest 2018 was conceptualized as a small step in the direction of promoting an evaluation culture in the country so that all stakeholders such as policy-makers, program managers, evaluation practitioners, non-governmental organizations, academia and most importantly the community are convinced about the process and practice of evaluation and accept it as means to evidence-informed decision-making and dissemination of information. It was also intended as a platform to co-produce and share knowledge and build partnerships with various stakeholders to ensure that evaluation and evidence use became corner-stones in working towards achieving global Sustainable Development Goals (SDGs), thus contributing to evaluation capacity building.

Visibility, Voice and Value in evaluations were the over-arching principles governing EvalFest.

2 Organization

EvalFest was conceived and organized by Evaluation Community of India (ECOI), an association of professionals set up in October 2015 with the objectives of spreading an evaluation culture in the country and contributing to evaluation capacity building in pursuit of its motto of “share and learn”. ECOI’s achievements in its two years’ journey hitherto include bringing out a series of Newsletters, participation in various global, regional and national forums and conferences, organizing workshops, constituting action groups and establishing net-working relationships with other evaluation associations. ECOI is managed by a team of nine core group members: Rashmi Agrawal (independent consultant, formerly with NILERD, NITI Aayog); Shubh Kumar-Range (independent consultant); Rajib Nandi (Institute of Social Studies Trust)); Rituu B. Nanda (Consultant, ISST); Aniruddha Brahmachari (OXFAM International), Banda VLN Rao (formerly with Indian Statistical Service), Alok Srivastava (Centre for Media Studies), Nabesh Bohidar (CARE India) and R.S. Goyal (independent consultant).

2.1 Venue and dates

EvalFest was organized in stages – a pre-event activity, two satellite activities and a main event. The pre-event activity was organized on 3 February 2018 by the International Institute of Health Management Research (IIHMR), New Delhi, the first of the two satellite events by the Centre for Media Studies (CMS) in the forenoon of 7 February 2018 and the second by Oxfam (India) in the

afternoon on the same day. The main event was organised on 8 and 9 February 2018 at India Habitat Centre.

2.2 Partner organizations

In the organization of EvalFest, ECOI had the benefit of cooperation and technical, financial and organizational contributions from a number of national and international partners. They included International Initiative for Impact Evaluation (3ie), Centre for Media Studies (CMS), Oxfam (India), Institute of Social Studies Trust (ISST), IIHMR (Delhi), United Kingdom-based ImpactReady, Campbell Collaboration, International Organization for Cooperation in Evaluation (IOCE), United Nations Population Fund (UNFPA), UNDP, and Radiance Media.

2.3 Other individuals

ECOI also received cooperation from a number of evaluation specialists from the government, civil society organizations in India and abroad, academic institutions, media people, young and emerging evaluators, national and regional evaluation societies like Kenyan Evaluation Society, Afghan Evaluation Society and Community of Evaluators South Asia (CoE-SA). Representatives from these agencies participated as key note speakers, discussion panelists, presenters of posters and so on. Students of IIHMR Delhi made a special appearance with a skit. Staff of ISST looked after the logistics.

3 Pre-event and Satellite events

3.1 IIHMR Delhi



EvalFest kick-started on 3 February 2018 through a pre-event activity by IIHMR (Delhi) in the form of a discussion on the **Path from Evidence to Policy**, as a part of their first alumni meeting. The inaugural session was chaired by **Dr. Sanjiv Kumar**, Director of the Institute. After Dr. Kumar's welcome address to the gathering, the Chief Guest, **Dr. Neeraj Kumar Sethi** (former Advisor, Health, Planning Commission of India) spoke on the subject of 'Importance of Health, Hospitals and Health IT Managers in India's Health'. Thereafter, **Dr. Shubh K Range** (ECOI) acquainted the participants about the purpose and activities of ECOI and **Mr. Banda Rao** (ECOI) about EvalFest and IIHMR Delhi's association with it. In the session that followed, **Dr. Denny John** of Campbell Collaboration, an alumnus of IIHMR and also a member of ECOI, made a presentation on the process of generation of high quality evidence through systematic reviews and synthesis of such evidence for enabling rational policy making. Presentations on the theme of 'Evidence to Action in Health Care' were made by three other members of alumni— **Ms. Kavya Sharma** (Programme

Manager, REACH INDIA), **Mr. Abhimanyu** (County Lead, Human Behavioural Surveillance, EcoHealth Alliance, New York) and **Dr. Vaibhav Rastogi** (M&E Expert, CARE India) - who also shared their experiences with the participants in evidence-based decision-making with the audience.

The session generated enthusiasm about the main event among participants and acceptance about the importance of evidence-based policy planning and implementation.

3.2 CMS

On February 7, a Consultation was held on **Ethical Standards in Social Research and Evaluation: Indian and International Perspectives and Practices in SDG era** at CMS, Research House, Saket, New Delhi, as a part of EvalFest. Ms. P.N. Vasanti, Director General, CMS chaired the session. The discussion panel comprised Dr. Sushanta K. Banerjee of IPAS



Development Foundation and Ms. Beryl Leach of 3ie. The Consultation was attended by around 50 participants from across India and countries like Afghanistan, Bhutan, Sri Lanka, working in development sector as programme implementers, development evaluators and social scientists. **Ms Vasanti** in her welcome address stressed upon maintaining ethical standards as an important pre-requisite in social research and evaluation and increasing interest among different research and evaluation organizations approaching CMS-Institutional Review Board (IRB) on Ethics for review of Research and Evaluation protocols during the last ten years. **Dr Banerjee** in his presentation underlined the importance of following the three most important ethical principles -Respect for the research subjects, Beneficence and Justice. He provided an overview of IRBs in India, indicating where improvements needed to be made. **Ms Leach** spoke on evaluation ethics in the SDG era and stressed on how all kinds of evaluations were never the same and ethics needed to be seen through a local lens. She added that 'ethics in research are always about dilemmas'. She provided an overview of the important dialogues going on at the global level about improving ethics in evaluation, using examples from the UK Government's Department of International Development (DFID)'s review in 2016, 3ie' own work and a UK-based dialogue on ethics in impact evaluation spearheaded by the Centre for Development Impact. Both panelists emphasized the importance of values-based ethical standards in research.

Panelists and the audience identified a number of ways in which the application of ethical standards in evaluation in India could be improved. As a way forward, participants suggested training not just for the researchers and evaluators but also for the policy makers on the value of ethics in research and evaluation. Another suggestion was to document case studies on challenges and



practice of ethical reviews in India. There was a unanimous agreement on the need for a national accrediting agency for approval of the existing or upcoming IRBs to ensure they do not flout any rules which maximises risks for research participants. Suggestion for opening an e-consultation portal for ethics in evaluation for social science researchers was also made. **Ms Rituu Nanda** thanked the panelists and participants on behalf of Evaluation Community of India (ECOI).

3.3 OXFAM (India)

In the afternoon of 7 February 2018, Oxfam (India) hosted a discussion on **Reaching out to the right voice in the age of Big Data** - digital data generated by interactions of people and exchange of products and services online, which creates huge amounts of constantly updating information that can be harnessed to help decision-making and aid



monitoring and evaluation. The session was chaired by **Mr. Dhiraj Anand** of Oxfam (India) and featured presentations by Ms. Sowmya Karun (Partnership Strategist, SocialCops) on traditional methods of data collection vs. usage of big data for research and evaluation, by Ms. Diva Dhar (Program Officer, Bill and Melinda Gates Foundation) on limitations/challenges of big data for the rights- based organization and within gender framework, and by Dr. Burak Eskici (J-Pal International) on big data and ethics. **Ms. Karun's** presentation focused on the great amount of data produced by different departments and different agencies, which generally remained idle and rarely analysed. She mentioned, for example, that MGNREGA alone had a 53 Terabytes of data available for the purpose of analysis. She also mentioned that even though there was a large number of data sets available on a subject, hardly two data sets had a direct match. For example, Census 2011 and District Information System for Education (DISE) 2014 had only 15% of direct data match. She further added that while there was no scarcity of data collection in India, there was scarcity of effort to ensure the convergence as well as using it for the analysis purposes. Ms. Karun suggested that innovations like DISHA dashboard prepared by SocialCops for the government to bring 41 government flagship schemes to one place could be extended to several

data sources for convergence. She concluded that the benefits of using new technologies such as geospatial data analytics were immense as it could enable inclusion of those sections which were often left out. **Ms. Dhar's** presentation pointed to the huge size and exponential increase taking place in the data emanating from social networks, web-based transactions and similar sources, and focused on the potential use of such data in evaluation. More data was now available for 'difficult to access population' with usage of cutting edge technologies such as satellite imagery, remote sensing and GIS statistical modelling etc. She emphasized that the best advantage of the Big Data was having access to real time information on a number of core issues such as human trafficking, updates on conflict zone, food prices, availability of emergency relief, tracking disease outbreaks, etc. Drawing examples from the usage of Geo Spatial data she observed that the use of such data could supplement the data collected through traditional methods. She also iterated that big data had multiple dimensions in terms of its production and usage, and it would be necessary to find innovative ways to use and incorporate in the research and evaluation practices. Ms. Dhar concluded by outlining the challenges of Big Data such as storage and management, biases, lesser expertise as well as accessibility. In his presentation, **Dr. Eskici** pointed out that big data analysis did not establish causal relationships but only pointed to correlations that could predict to a degree of the likelihood of events to happen. Drawing many examples from the private sector innovations he shared that new methods such as predictive analysis, machine learning and statistical modelling enabled prediction of social behavior were being used highly by the private sector companies like Netflix, Amazon and Google for their own benefit as there were no global legal and ethical standards. Dr. Eskici further added that big data analysis could be used for development of the marginalized but it was also necessary to ensure that this tool did not itself become a system for discrimination and exploitation. The presentations generated a lot of interest among more than 50 participants and raised questions regarding the methodological complexities involved in the use of big data, possible risks such as ethical threats to right to privacy and problems involved in ensuring observance of ethical principles like informed consent of respondents.

4 Main event

EvalFest2018 was formally inaugurated and held in Silver Oak Hall and Maple Hall at India Habitat Centre, New Delhi on 8 and 9 February 2018.

4.1 Participants



Participants included members of ECOI from various States and its Maharashtra Chapter, evaluation specialists from partnering organizations 3ie, Campbell Collaboration, ISST, IIMR Delhi, CMS, Oxfam (India), UNDP, UNFPA and Radiance Media, representatives of departments of government of India like NITI Aayog, Ministry of Statistics and Programme Implementation (MOSPI), autonomous

research institutions like Research Information System for Developing Countries (RIS), National Institute of Labour and Employment Research and Development (NILERD) and civil society organizations in the field of evaluation, academic institutions such as Lady Irwin College, Ambedkar College and FMG, and individual evaluators in India and from abroad. Overseas participants included Mr.



Marco Segone from UNFPA, Mr. Joseph Barnes from ImpactReady, Ms. Adinda van Hemelrijck, Independent Evaluation Consultant, linked to the Centre for Development Impact, Ms. Madri Jansen van Rensburg, Independent Research Professional, South Africa, Ms. Ugyen from Bhutan, Ms. Mallika Samaranayake, former president of CoE (South Asia), Mr. Asela Kalugampitiya (EvalPartners), Mr. Gordon Wanzare of Evaluation Society of Kenya, Mr. Ali Popalzai of Afghan evaluation Society, Dr. Ganapati Ojha and Dr. Sonal Zaveri, Chairperson and Vice-Chair respectively of CoE (South Asia), and Mr. Bhabtosh Nath and Mr. Khairul Islam from Bangladesh among others.



In pursuit of its objective of spreading knowledge of evaluation practice, ECOI opened the EvalFest to participation of academicians, students and media. Dr. Arup Mitra (Director General, NILERD, Delhi), Dr. Rama Rao (Indian Council of Agricultural Research (ICAR) Emeritus Scientist, Prof. Jaishankar Telangana State Agricultural University (PJTSAU), Hyderabad), and Dr.

Aparna Khanna and Dr. Garima Bansal (Faculty members of Delhi University), Dr. Santosh Singh (Ambedkar University, Delhi) represented the academia. Students of Lady Irwin College and of IIHMR, Delhi actively participated in the event. Media was represented by Radiance Media, AIR as well as freelance journalists.

In all, over 200 professionals in the field of development and development evaluation participated in different sessions of EvalFest 2018.

4.2 Programme and Innovation in its Design

Details of various sessions of the satellite and main event, along with Chairs and Panelists are given in the Programme annexed (ANNEX I). Apart from key note addresses, group work sessions and poster presentations, EvalFest experimented with some innovative communication processes. The students of IIHMR, New Delhi, enacted a ten-minute skit on the theme of female feticide as a prelude to the session on gender issues in development and evaluation on 9 February

2018. Another really innovative idea tried was to organize an ‘Evaluation Bazaar’ with a number of ‘stalls’ offering various evaluation ideas. There were also posters presented by a number of individuals/organizations depicting innovations in ideas, designs, implementations and results of evaluations.

4.3 Proceedings of Main Event

4.3.1 Inaugural session (8 Feb 2018, 9:30 to 11:00 AM)

The inaugural session of EvalFest2018 on 8 February 2018 was compered by Dr. Rashmi Agrawal, ECOI. After the guests and participants were welcomed, a short film was screened highlighting the significant events during the course of the two and half years of ECOI’s evolution.



Inaugurating the event, **Prof. Vijay Paul Sharma**, Chairperson, Committee on Agricultural Costs and Prices (CACP), Ministry of Agriculture, Government of India (GOI), touched upon the development programmes in the country, particularly in agriculture sector and observed that proper monitoring and evaluation was crucial to efficient and effective implementation of such programmes.

On this occasion, the Chief Guest also released a compilation of papers on evaluation in the form of a book titled: *New Dimensions for Evaluations, Visibility, Voice and Value*, a book brought out in record time through support by Oxfam (India).



After the inauguration, three key note addresses were delivered by Emmanuel Jimenez (Executive Director, 3ie) on value, Marco Segone (Director, Evaluation Office, UNFPA) on Visibility and Joseph Barnes (Impact Ready) on Leadership.



Remarks by **Dr. Jimenez** highlighted how quality evaluations lent value to the evidence gathered and how the value of evaluations increased when evaluators looked both at the costs and benefits of a programme. He spoke about the importance of ‘value’ in evaluation and how it was geared toward seeking truth to create a just society. He also stressed the importance of objectivity and ethics in evaluation

and emphasized the need to place the interests of communities as the key objective, instead of the subjective interests of policy makers, commissioners of evaluations and other interest parties.



Speaking on the theme of ‘Visibility so that no one is left behind’, **Mr. Segone** highlighted the huge inequalities existing in the world and observed that the global future lay in eliminating these inequalities. He referred to the SDGs and in particular to Goal 5 on gender equality and Goal 10 on reduced inequalities pursuit of which could lead to a better world. He emphasized the need for focus on gender equality and equity in development in all evaluations and referred to UNICEF’s and UNEG’s guidance documents and the more

recent EvalPartners’s “Evaluating the Sustainable Development Goals” on integrating these aspects into evaluation. Mr. Segone observed that such equity-focused and gender-responsive evaluations based on disaggregated data would look at the empowerment process and the inherent structural bottlenecks and power relationships. He concluded his address with the observation that use of equity and gender focus in evaluation could give voice and visibility to the one left behind.

Mr. Barnes spoke about how evaluators could play a lead role in social transformation. Observing that social impact assessment is not a ‘spectator sport’ and that evaluators held the power of ideas. He said that evaluation was a form of leadership even if most people did not recognize it. He cited Alexandra Chambel’s observation that ““By putting issues on the table, and with empathy for the other side, evaluators can facilitate changing modes of thinking and working.” Mr. Barnes stated that leadership could be



transactional or transformative and evaluation was an agent of transformation. He concluded exhorting the evaluators to take responsibility for leading the change that was needed.

The session ended with a vote of thanks by **Mr. Alok Srivastava**, ECOI.

4.3.2 Technical sessions (8 Feb 2018, 11:30 AM to 01:00 PM)

The first post-inauguration session addressed the subject of **Importance of adequate stakeholder engagement in evaluation**. Three panel members, Dr. Harini Kannan (J-Pal, South Asia), Dr. Sudha Narayanan (Indira Gandhi Institute of Development Research) and Dr. Sudipta Mondal (Project Concern International) presented their views. Ms. Beryl Leach (3ie) chaired the session. **Dr. Kannan** narrated her experiences with stakeholder engagement in connection with certain school education project in Haryana and pointed out the difficulties involved in engaging the stakeholders. Evaluation commissioners and officials at the higher echelons in the government hierarchy who could take decisions were not



easily available, and those in the field who could be more easily engaged could not always take decisions. Moreover, for some reason decisions on programme up-scaling were not taken even when objective and valid evidence was presented. **Dr. Narayanan** highlighted the difficulties encountered in engaging stakeholders in projects like MGNREGA. **Dr. Mondal** spoke about engaging community level stakeholders.

Ms. Leach in consultation with the panelists and the participants and assisted by **Rituu B Nanda** (ECOI) identified questions about situations that could cause impediments in stakeholder engagement in evaluations, such as those relating to ethical dilemmas in conducting evaluations with respect to different stakeholders, barriers in engaging with policy makers, importance of engaging local communities in evaluations and the like, which were taken up for discussions in group work. The consensus that emerged out of deliberations of these groups was that it was imperative to analyze power relations between the implementing agency, researchers and beneficiaries, it was important to map out the priorities and motivations of policymakers and other stakeholders involved in designing and conducting evaluations, and that there was a need for a change in the approach to community engagement that considered the community as 'stakeholders' instead of 'beneficiaries'. Questions around timing, content and evaluator credibility were also discussed.

In a parallel session, a roundtable was organized on the **New Frontiers for Evaluation in the Context of SDGs** and was chaired by Dr. A.K. Shiv Kumar (Senior Development and Policy Specialist). A panel of experts consisting of Ms. Vanashree Vipin Singh (Chief Evaluation Officer, Karnataka Evaluation Authority), Dr. Sanjay Kumar (National Programme Officer, UNFPA – India), Mr. James Mathew, (Deputy Director General, CSO, Ministry of Statistics and Programme Implementation, GoI) and Mr. Karan Deep Bhagat, Senior Manager, Centre for Social Equity and

Inclusion, discussed the issues of new approaches and methodologies in generating evidence for informed decision making and learning to advance sustainable development, and the capacities and capabilities needed for evaluation keeping in focus the new frontiers that have got opened up due to SDGs. **Ms. Vipin Singh's** presentation traced the genesis, evolution and activities of the Karnataka Evaluation Society and then moved on to the State's arrangements for monitoring progress on SDGs. She mentioned that the State SDG cell in Planning Department had constituted Goal Committees for each SDG. Indicators for each



goal had been identified on the basis of national indicators, and the concerned departments mapped against the goals and targets. She also mentioned about the proposed Karnataka Data Analytic Centre to make for unified system for data processing and analysis. **Mr. Mathew** observed that the complexity and interrelated nature of goals and targets required that evaluation took account of the linkages and potential trade-offs between different targets and different goals. He mentioned that the Ministry of Statistics and Programme implementation had developed a National Indicator Framework on SDGs with more than 300 indicators which would form the backbone of the National Monitoring Framework on SDGs. Mathew opined that effective reporting of progress on these indicators would require use of multiple types of data, both from traditional (surveys, administrative data, etc.) and— and new sources of data outside the national statistical system, such as earth observation and geospatial information, and Big Data, etc. He argued that it might not be possible to evaluate progress towards SDGs only on the basis of statistical indicators. This was because a) the SDG targets contain a number of concepts and themes which are not well defined and thus not easily measurable; b) the indicators identified may not be addressing the complete purpose of the target; c) for a number of targets, data are not regularly produced in the country; and d) to take care of the principle of 'No one left behind', there would be need for highly disaggregated data, which would not be possible with the present sample sizes. All these challenges, Mathew concluded, would imply that the scope would be limited for purely statistical evaluation of SDGs and evaluation would require a multi-disciplinary approach and methods. **Mr. Sanjay Kumar** also pointed to the numerous challenges involved in monitoring SDGs posed by the complexity and inter-connectedness of various goals and targets, difficulties in measurement of indicators and their skewness and changes over time. He pointed out that the current SDG Framework emphasized country-led, voluntary evaluations that took account of national realities and capacities. He suggested the use of flexible, participatory and utility-focused evaluations using mixed methods. All SDG evaluations should focus on integrating equity and gender equality aspects and assess whether the inequalities were declining over time. Sanjay Kumar mentioned that the important stages of such evaluations would be defining the key evaluation questions, conducting an evaluability assessment, selecting the best combination of evaluation designs and complexity-responsive approaches and evaluating resilience and

sustainability. **Mr. Goel** suggested an innovative framework to evaluate/ assess approach to SDGs that comprised three elements, viz., decoding SDGs, strategic architecture and fundamental challenges, each of which had three ingredients. Similarly, the plans should be assessed/evaluated through four lenses – a) an Inter-dependencies lens to examine if the interdependencies between goals and different departments were built-in and if the silos could be broken; b) resources lens to examine whether plans ensured “Value for Money”, and were fully resourced with ways identified to tap hidden/potential resources; c) futures lens to examine whether alternative futures scenarios envisaged/factored-in for back-casting and planning; and d) innovations lens to examine whether emerging technologies are applied & governance innovations built into the plans. A key aspect of the discussion that followed was on alternative ways in which SDGs may be interpreted, and so too the indicators, making the evaluation itself subject to these interpretations. **Mr. Bhagat** presented an alternative way of evaluating the equity goals through a ‘5R Evaluation Framework and emphasized that from the point of view of social equity considerations, programmes and their evaluations should focus on the most marginalized. The Framework he proposed comprised 1) Recognition of the disadvantaged, and their characteristics 2) Respect for diversity of cultures, practices lifestyles and human rights, 3) Representation that is equitable and proportionate in leadership and decision making, 4) Reparation of injustices through adequate effective legislative, affirmative action and other measures, and 5) Reclamation through formal and informal public spaces for social interface between the excluded and dominant communities, cultural and social interface based on mutual respect. Post presentation by the panelists, a lively discussion on how this could supplement the statistics-based monitoring and evaluation, took place.

Summarising the discussion, **Dr. Shiva Kumar** made the following observations:

- Implementation framework for evaluation should be developed
- One should go beyond traditional indicators for evaluation, add-on indicators should also be considered
- Lens of gender equity should be made integral to all evaluations
- Evaluation of democracy may be considered.

4.3.3 Technical sessions (8 Feb 2018, 02:00 to 03:00 PM)

This session on **Deconstructing Innovation in Evaluations** considered issues like what innovation in the field of evaluation meant, how and what innovations had been taking place in commissioning, designing, implementing and using evaluations, and how innovative thinking in evaluation could be encouraged. Ms. Neeta Goel (senior evaluation specialist, 3ie) was in the chair for this session and the speakers included Dr. Emmanuel Jimenez (3ie) and Dr. Shobhini Mukherji (J- Pal). **Dr. Jimenez** observed that innovations needed to be evaluated and evaluators needed to be innovative in their evaluations. While innovation was critical to development, it was equally important to know if the innovation worked. In the case of social impacts evaluations provided the deciding evidence for the future course of innovations. Innovations in evaluation came about in conditions of restricted budget and time constraints, and the innovations could be in evaluation

design, data gathering and in evidence synthesis. Dr .Jimenez observed that innovative evaluations could use modern technology (satellite imagery, digital sensors, etc.) or methods beyond technology such as a variety of quantitative, qualitative or mixed methods, community engagement, etc. He also spoke about integrating mixed methods and innovative methods of evidence synthesis through systematic reviews and evidence gap mapping. He gave the example of 3ie-funded impact evaluation of the Khushi Baby- an intervention which provided a digital vaccination record in a wearable pendant or a sticker on routine immunisation in Rajasthan. **Dr. Mukherjee's** presentation dealt with innovations in commissioning, designing and implementation in evaluation. She observed that the most important innovation/paradigm shift should be in the mind-set of government or other agencies responsible for development programmes towards integrating M&E into the service delivery. Strengthening the capacity of the government to demand better evaluations would be an important step. She cited the example of the Government of Tamil Nadu who entered an MOU with J-PAL to institutionalize evidence-based policy making into the governance. Ms. Mukherjee referred to completed and on-going projects of J-PAL that involved innovative evaluation designs.

In a Roundtable held as a parallel session on **Capacity Building in Evaluation** and chaired by Mr. Asela Kalugampitiya (EvalPartners), representatives of CoE (South Asia) and evaluation societies



of Kenya and Afghanistan made presentations of the status of evaluation capacity development activities in their respective areas. **Dr. Sonal Zaveri** highlighted the fact that according to CoE's survey very few countries had developed capacities for conducting evaluations that integrated equity and gender aspects. On behalf of AfES **Mohammad Ali Popalzai** presented the topic titled Building evaluation

capacities in Afghanistan – Success and Challenges. The presentation covered the county outlook, a brief introduction of AfES and its key achievements, the successes and challenges of evaluation in Afghanistan and way forward to address these challenges. **Dr. Ojha's** presentation covered the activities of CoE and also the status of evaluation in Nepal. **Gordon Wanzare** outlined the salient features relating evaluation in Kenya. **Dr. Adinda** spoke about Participatory Impact Assessment and Learning Approach (PIALA). In his summing up, **Mr. Kalugampitiya** explained the role played by EvalPartners in promoting enabling environments through of national evaluation policies and foster in evaluation capacities. He touched upon the efforts in Sri Lanka in this area.

4.3.4 Technical sessions (8 Feb 2018, 03:30 to 05:00 PM)

The final session presented an innovative process of evaluation capacity development through sharing of innovative practices in the form of **Evaluation Bazaar** in which evaluators who had experimented with any novel evaluation process organized ‘stalls’ where participants gathered to learn about the innovations.



Such interactions in small groups helped communication and learning process. **Ms. Ashrita Saran** from Campbell Collaboration explained about evidence gap mapping, and how the evidence portals and data bases created by Campbell



Collaboration gave decision makers access to available quality evidence classified by countries and sectors. **Mr. Nabesh Bohidar**, representing CARE India, explained how some development processes set up by them at community level earlier were revisited after a period of eight years to assess if those processes could be sustained over time. **Dr. Rashmi Agrawal** outlined a method of assessing behavior changes through personal stories and how such stories could be used for evaluation. **Dr. Adinda van Hemelrijck** explained how Participatory Impact Assessment and Learning Approach, (PIALA) could be used in evaluation in very complex situations. **Dr. Gana Pati Ojha** (CoE, South Asia) presented an overview of National Evaluation Agenda 2020 of Nepal. **Mr. Santosh Kumar** of Abt Associates presented a Health Card being experimented with in Himachal Pradesh for collecting data, reporting, monitoring and evaluation of situation regarding prevalence of non-communicable diseases. **Mr. Ashok Rao, Mr. Jahirul Chowdhury, Ms. Ruchira Neog** of Centre for North Eastern States (CNES) presented how 90 villages in Assam assessed their own progress on immunization. Participants displayed great interest in these innovative evaluation practices. Denny John (Campbell Collaboration), Madhuri Dutta (IIHMR), Rituu B Nanda (ISST/Constellation) and Pramanik (ARIE Foundation) coordinated the ‘transactions’ in the Evaluation Bazaar.

A parallel session, chaired by Mr. Ajit Kumar (Radiance Media) witnessed discussion on the **Role of media in evidence-based policy planning**. The panelists included Dr. Shilpa Pandit (M&E

professional and Sr. Journalist), Ms. Lalima Dang (AIR) and Mr. Arun Tiwari (Sr. Journalist). **Mr. Ajit Kumar** opined that evidence based on proper research, evaluation and monitoring was the backbone of vibrant media as such evidence enables media to put things in the right perspective for the people and policymakers. The discussion on media and evaluation started off with a



presentation by **Mr. Tewari** on extra-state policy influence that generated evidence through corporate lobbies. His view was that media had a definite role in contributing to evidence-based policy because their reach on the ground, diversity of viewpoints and freedom from external influences were considerably greater than those of academic and research institutions. He argued that media could place before policy-makers accurate

ground level evidence. Independent and morally strong media could effectively make the governments responsible for formulating policies in the wider interests of the nation. The role of multi-lateral and bilateral donor agencies in manufacturing evidence for influencing policy was highlighted. Mr. Tewari also highlighted the corporatisation of media itself and its conflict of interest in bringing out the truth. **Ms. Dang** highlighted the role of media in popular culture and the polarisation in the media. **Dr. Pandit** tried to put these points in proper perspective arguing that in policy making, which is an inherently political process, the role of truth and evidence would be critical. She agreed with Mr. Kumar on several issues raised by him but felt that a larger alliance or fellowship would allow for a shift of these pressure groups towards truth. She also felt that the nature of the Indian federal polity had room to work with policy makers at different levels and in different states, and thus find larger alliances, within and outside the systems. Dr. Pandit felt that pressures in policy making had always existed and, therefore, there was a need to sharpen the responses and pose tough questions to the policy makers. These points were further discussed by a very animated question and answer session.

The discussion was summed up with the conclusion that media could play a very positive role in influencing evidence- based policy planning but it had to be responsible. It should, however, refrain from paid sensational news, and the published material should be based on facts gathered at local level. There was general applause for including a panel in EvalFest on Role of Media, as media is an important pillar of governance.

4.3.5 Technical sessions (9 Feb 2018, 09:30 to 11:00 AM)

After screening of a short film recapitulating the previous day's proceedings, the important issue of **SDGs and Evaluations** was taken up for discussion. This session was chaired by Dr. Sanjiv Kumar (Director, IIMR Delhi). Panelists included Dr. Sanyukta Samaddar, IAS (Officer on Special Duty, NITI Aayog), Dr. Krishna Kumar (Research and Information System for Developing Countries) and Mr. Marco Segone (UNFPA). Initiating the discussions, **Dr. Sanjiv Kumar** observed that how over



time development goals became gradually more focused and better defined. He wanted to know the arrangements India had made to implement and monitor SDGs, particularly at State and district levels. He highlighted the inter-connectedness of SDGs by stating that over 80 percent of the health outcomes depend on developments in other sectors. **Dr. Samaddar** made a detailed presentation on how NITI Aayog, as the focal point

for SDGs in India, had converged upon 63 indicators to be monitored regularly by NITI Aayog, mapped the development schemes and the ministries and departments responsible against each of these, and carried this process of SDG monitoring to the extent possible down to State/district and even local levels following a consultative approach. Nodal Ministries and departments have been identified. Several States had set up SDG Cells or Centres of Excellence for coordinating SDG implementation. Various states had drafted their vision documents and action plans for SDGs. NITI Aayog constituted a Task Force with participation by Central Ministries and States for regular review of SDG implementation in the country. E-Learning Modules and Mobile Apps were being developed by line Ministries on SDGs. Mapping of best practices according to SDGs initiated with various stakeholders and National/International organizations. To promote systematic and regular access to knowledge and expertise, NITI Aayog is developing a national network of resource institutions called SAMAVESH. Sensitization about SDGs was being done at state and actual functionary level. A baseline report for the year 2016 was also submitted. Ms. Samaddar emphasized that decentralisation of SDGs up to Gram Panchayat is necessary. **Dr. Krishna Kumar** raised certain fundamental issues such as the need for proper definitions regarding poverty, happiness and sustainability. He pointed out that ultimate goal is to achieve happiness and contentment in life. Indicators to measure these are necessary so that humane approach to life could be adopted. In this context, poverty was beyond monetary



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poverty, he stated. **Mr. Segone** presented a global perspective on the status of implementing SDGs. He stated that the basic challenge in evaluation in relation to SDGs relates to development of measurable indicators that address the enormous sweep of the goals and such cross-cutting issues like equity and complex aspects like sustainability and environment. Inadequacies in the national data collection systems further complicate matters and dent abilities to monitor and evaluate. Due to diversity in information systems across the globe no one model fits in. He informed that around 60 countries including India had submitted the status reports and more than 40 are expected to do so soon.

While there is national preparedness to monitor the achievements of SDGs, there are practical complexities which can be tackled with involvement of all stakeholders at various levels. Indicators need to look beyond traditional thinking to lead to happiness. There is tremendous need for sensitization and capacity development of functionaries in the field of monitoring and evaluation. Good practices in achieving the goals of development should be identified and developed as knowledge products to be replicated and adapted.

4.3.6 Skit on Women's empowerment

As a prelude to the next session, students of IIHMR Delhi, enacted a **skit depicting the social evil of female feticide**. The show was highly appreciated by all the participants present. It was felt that such mediums of communication can be effective in influencing behaviours.



4.3.7 Technical sessions (9 Feb 2018, 11:30 AM to 01:00 PM)

In the session on **Equity and Inclusion: No One left behind**, chaired by Mr. Marco Segone (UNFPA), issues relating to integration of equity and gender aspects into development evaluations and capacity development for undertaking such equity and gender focused evaluations were considered. Gender issues in development not only relate to ensuring access to opportunities and resources to women but also call for a change in stereotype mind-sets and behaviours towards women and other vulnerable groups. The panel comprised Ms. Madri Jansen van Rensburg, (Independent Research Professional, South Africa), Ms. Manju Mary Paul, Assistant Director (Ministry of Women and Child Development, Government of India), Dr. Yamini Atmavilas (Bill & Melinda Gates Foundation), Ms. Savina Ammassari

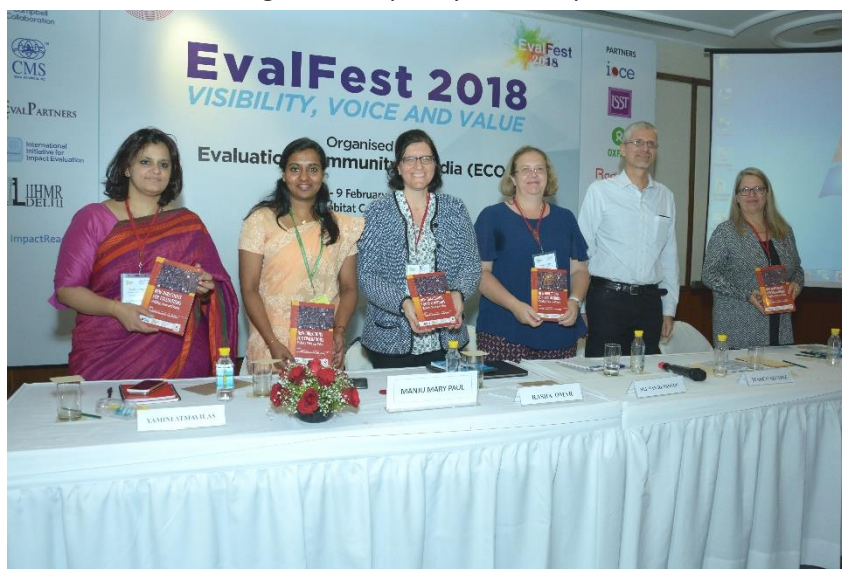
(UNAIDS, India) and Ms. Rasha Omar (IFAD, India). **Ms. Madri** presented an African perspective on equity and inclusion. Referring to a study by AGDEN on Gender Diagnostic in South Africa,



Uganda and Benin, she outlined the current status of gender responsiveness in national evaluation policies. Citing AGDEN EvalPartners' Peer-to-peer study on Cultural and Gender Responsive Evaluation Curriculum with REDWIN, RELAC, COE South Asia and AGDEN in Africa, she pointed to the need for filling gaps in training, especially participatory tools and methods that enable all persons to participate and respond,

training evaluators as change agents, augmenting capacities of gender experts in evaluation and using case studies as a method to develop capacity. She suggested assessment of risks involved in being left behind in development and in evaluation. She suggested inclusion of gender aspects in evaluation design, tools and questions, gender balance in stakeholder groups and evaluation teams, in choice of data analysis and in making recommendations. **Dr. Yamini** spoke about interventions in reproductive, maternal and child health that involve working with the government, the private sector, and SHGs of women from marginalized communities in Bihar, and to the third phase of Avahan, the Foundation's HIV/AIDS prevention program in 5 states with sex workers and their community organizations. She emphasised on using lens of intersectionality when conducting evaluations- view communities not only in terms of gender but also other factors like caste, religion, location, age etc. She also noted we need to pay attention to no one left behind in measurement as well as in programme. **Ms. Ammassari** spoke about the participation of key persons in programme evaluation and presented the case of HIV/AIDS control programme. She pointed out that while only 0.26 per cent of India's population is affected by the epidemic, it was very high in highly stigmatized groups of population. She outlined the programmes for AIDS control and pointed to the increasing challenges of reaching the key populations or even estimating their size. She explained the attempts being made under FHI360 – LINKAGES project to virtually map through use of Facebook, WhatsApp messages, as well as survey methods. She concluded that a) continued investment in community mobilization and capacity building was essential to empower communities and give them a voice; b) fight against stigma, discrimination and intolerance should continue and communities should be allowed to take part in assessment, analysis and action effectively; and c) mechanisms should be in place for exchange of ideas and scaling up and replication of best practices in control of the epidemic. **Ms. Omar** outlined how IFAD's policies and activities embedded the principles of 'leaving no one behind and reaching furthest behind first' and how it assessed the place of gender in country programmes through a 6-point scale. She stated that the main learnings of IFAD through its programmes were, a) multiple and complementary activities promoting gender equality and women's empowerment would be more likely to facilitate changes in gender roles and relations; b) Highly participatory approaches were important for gender-inclusive outcomes, if combined with specific strategies to target women; and c) promoting unconventional and new roles for

women helped shifting mind-sets and commonly held beliefs. **Ms. Manju** said that though the Indian Constitution assured inclusiveness and gender equality, development indicators for women were still low. She referred to India's commitment to provisions of various international instruments like CEDAW, Beijing Conference, MDGs and now SDGs. Ministry of Women & Child Development, as the nodal Ministry SDG 5 on gender equality, identified targets and national indicators, and aligned various



schemes and programmes with targets. She indicated current sources of data on various indicators and the constraints of data gaps, lack of gender-disaggregated data and data frequency. She also referred to the National Policy for Empowerment of Women (2016) and its provisions.

Summarising the session, **Mr. Segone** observed that the positive response by the evaluation community with equity-focused and gender-responsive evaluations is a positive development. Demand for equity-focused and gender-responsive evaluation should be the norm and equity and equality focus need to be integrated in all policy documents. Capacities need to be developed at various levels for mainstreaming gender focus and resources for the same should be judiciously allocated.

In a parallel session on **Data, Evaluation, Communication, and Transformation** chaired by **Dr. P. K. Anand**, IAS (RIS) the process of good data leading to sound evaluations, communication and social transformation was discussed. In his remarks, Dr. Anand stressed the importance of quality of data in social research and evaluations. **Mr. Maulik Chauhan** (Associate Director, Dobility SurveyCTO,



spoke about importance of capturing community voice for high-quality data in the development sector and defined the characteristics of quality data as completeness, reliability, authenticity, affordability, usefulness and security. He compared various ways of data collection and the advantages of digital processes, data management and data security in the digital age. **Ms. Leena Sushant** (Breakthrough) described two case studies of interventions in the area of violence against women and gender-based discrimination– one in which the process of communication did not lead to any behavioural change and another

which succeeded. **Ms. Anna Schurmann** (Independent Public Health Consultant) considered why sound evidence would not always lead to action and suggested that different decisions had specific information needs and these should be met by the evaluator. She advocated for using “user-centred” approaches for promoting data use, including understanding. Stakeholder engagement preceded by adequate profiling of the decision-makers could, in her opinion, lead to better acceptance and use of evidence.

The session highlighted the issues related to high quality data collection and challenges to include voice of the most marginalised people as stakeholders of development. Dr. Anand observed that data collection involves privacy issues as well. Periodicity of data and its comparability is important to provide inputs for policy development. The panel raised the important issues of communicating the data driven evaluation findings in decision making. It emerged as to how good data and communication and discussion of findings appropriately lead to transformation of the society. The use of technology needs to be encouraged at sub national level to collect and disseminate appropriate data. Data quality is an important issue. Any data available cannot be used without its authenticity and verification.

4.3.8 Technical sessions (9 Feb 2018, 02:00 to 03:30 PM)



The first of the two technical sessions in the afternoon of 9 February 2018, chaired by Dr. A.K Shiva Kumar (Senior Development and Policy Specialist), explored the **role of academicians in promoting a culture of evaluation**. Dr. Arup Mitra (NILERD), Dr. Rama Rao (PJTSAU, Hyderabad), Dr. Santosh Kr. Singh (Ambedkar University, Delhi), Dr. Garima Bansal (Delhi University) and Dr. Arpana Khanna (Lady Irwin

College, Delhi) presented their views. **Dr. Mitra** traced the evolution of the relationship between the nature of development and the needs for assessing development from mere monitoring to complex evaluations. He observed that there were quite a few programmes for quantitative methods that were needed in evaluation. **Dr. Rao** opined that tertiary educational institutions played an important role in the processes of social change and development. The universities produced skilled labour and technologies to meet perceived socio-economic needs. However, the spin-offs showed strong evidence to successes in sustainable development with due concern to equity, cultural values and national ethos. He felt that the academic communities needed to be sensitised and oriented to measure development through scientific monitoring and evaluation principles and processes. He stressed the need to start on line courses in monitoring and evaluation. **Dr. Santosh** mentioned about the programmes with quantitative methods content in Dr. Ambedkar University. **Dr. Garima** dealt with the ways in which society and universities mutually

contributed to each other. She stressed the need to engage more deeply with reform not only in curricula but also pedagogical approaches dominant in teacher education institutes. With specific reference to Bachelor of Elementary Education (B.El.Ed) and Bachelor of Education (B.Ed), she underscored the spaces in teacher education program curricula through which student teachers were made cognizant about pluralistic socio- political-economic issues, empowered to handle diversity in classrooms and beyond, encouraged to engage with interdisciplinary social inquiry by supplementing the construct of formal knowledge with social problems. **Dr. Aparna** mentioned that the Department of Development, Communication & Extension in Lady Irwin College, Delhi University, had post-graduate programmes that provide strong theoretical foundations and experiential learning to meet the existing market demands for trained professionals in participatory development processes and communication. The key components of the programme included communication for development, extension and programme management, sustainable development, gender and development, and participatory communication. The general feeling was that while there were courses on quantitative methods, and some programmes on evaluation, these are not adequate considering the nature of complexities involved in present day evaluations. There was also a need to have courses on participatory qualitative approached was emphasised.

The panel attempted to highlight both the roles and accountabilities of academic institutions in the orchestration and management of wider social transformations and the ways they might organise and transact wider social processes. Academic institutions were regarded as a key stakeholder in processes of social change and development. The most explicit role they had been allocated was the production of highly skilled labour and research output to meet perceived socio-economic needs. The role of educational and research institutions was evolving in context of developmental planning and its execution. Education needed to be linked with social change and governmental priorities of development. They needed to be active stakeholders in the process of development and its impact on the communities.



A parallel session on **Gender Transformative Evaluations: Methods and Approach** was chaired by **Dr. Ratna M. Sudarshan** (Trustee, ISST). The panel including Ms. Anukriti Dixit (Doctoral scholar IIM Ahmedabad), Mr. Sayak Khatua and Ms. Mahima Taneja (Researchers, Outline India), Ms. Manika Bora (Doctoral scholar, NEUPA), Ms. Niti Saxena (Director, Sahgal Foundation) and Ms. Madhulika Singh (MER Analyst, UNWomen). It was stated that

gender transformative evaluation, an approach to evaluation that exposes and critically assesses gender and other sources of inequalities, is a new and emerging field in India. Over last several years, responding to the increased attention given to evaluation in policy circles, there has been a concerted effort by social science researchers, evaluators and other development agencies to build the field for gender transformative evaluations. The Panel had an interesting mix of theory, methodology and context in presentations. The ideas of the discussants ranged from adoption of mixed methods to purely quantitative methodologies for evaluating some schemes like *Swachh Bharat Mission* by questioning the very basic ideology and evaluating policies on the social construction of citizens that they invoked. Each panel member presented thought provoking questions from a gendered lens. **Ms. Mahima's** presentation discussed the current policies and programmatic environment around open defecation and explores how a feminist evaluation approach can be utilized for informing better programming and evaluations. **Mr. Sayak** touched upon the media and communication part and its role in addressing the gender and equity issues around policy and programme. **Ms. Manika** in her presentation addressed the methodological issues of evaluating the "*Mukhyamantri Balika Cycle Yojana*" in Bihar from a gender and equity perspective. She not only highlighted the importance of adopting a gender transformative lens in evaluating a public programme but also detailed out methods to make evaluations more gender responsive. **Ms. Niti** mentioned about evaluating the impact of constituting *Mahila Sangathans* through increased awareness level of members on functioning of local government institutions and outcomes of this awareness. Her presentation highlighted the importance to understand potential barriers in the process of empowering women through increased participation in women's collectives. **Ms. Anukriti** presented a feminist framework for evaluating policies that addressed sexual harassment. Her presentation tended to create an enabling space for a discursive approach to policy evaluation. In her presentation Anukriti asked questions regarding the ideological basis of the existing law and attempted to reveal how assumptions of value-neutrality within the policy, led it to a hegemonic understanding of the agency of women as well as an inadequate provision of accountability mechanisms in the Act. **Ms. Madhulika** in her presentation provided an overall perspective on the role of gender transformative evaluation in engendering policies and bringing the question of equity to the forefront of policy discussions. The panel tried to explore policies with a feminist theoretical lens. Questions on ethics, validity and the nature of transformation attributed to a feminist lens, were discussed in great details. The panel addressed a few key issues like the role and values of gender transformative evaluation both in engendering policy; promoting gender equality —the shared control of resources and decision-making on the one hand and women's empowerment through the intervention process on the other.

4.3.9 Poster Presentations (9 Feb 2018, 04:00 to 04:30 PM)

Participants had an opportunity of going-round the exhibition of posters on various themes presented by some individual evaluators, organizations and students depicting innovative approaches, implementation processes or interesting results. ANNEX II has a brief about the topic of the posters and its presenters and organization affiliations.



4.3.10 Closing session (9 Feb 2018, 04:30 to 06:00 PM)

Mr. Aniruddha Brahmachari, ECOI, welcomed the chief guest **Dr. T. Haque**, Chairperson, Special Cell on Land Policies, NITI Aayog, and the other guests, **Dr. P. K. Anand**, **Dr. Mallika Samaranayake** and **Dr. Shiv Kumar**. He recounted the proceedings of the previous sessions of EvalFest. **Dr. Anand**



and Dr. Shiv Kumar complimented ECOI on the excellently organized event and its outcomes. **Dr. Mallika Samaranayake**, citing from her long experience, dwelt on the difficulties in the way of decision-making based on objective evidence. **Dr. Haque** in his closing address emphasized the role of effective monitoring and periodic evaluation of development schemes in enhancing their performance. He observed that even there was no

formal evaluation policy in the country, guidelines were there defining the place of evaluation. **Dr. Rajib Nandi** (ECOI/ISST) proposed a vote of thanks. He also indicated that ECOI would be organising next EvalFest in 2020.



5 A Quick Appraisal

This section summarizes the main conclusions arrived at in EvalFest 2018 and a quick assessment of the event itself.

5.1 Conclusions

The important conclusions that emerged from discussions in various sessions of this edition of EvalFest are summarized below:

5.1.1 Themes

The sessions of EvalFest 2018 ranged from sector-specific to theme-specific and addressed micro as well as macro level issues. Experiences shared were of local, national and international levels.

5.1.2 SDGs and M&E

Monitoring and evaluation of SDGs is complex because of conceptual issues, interconnectedness of diverse goals, large number of parameters to monitor, lack of data, inadequacy of the present data collection systems to ensure 'no one left behind'. There is a need to look beyond traditional indicators to achieve the goal of inclusivity. Quantitative monitoring is important but for some core indicators 'what lies behind numbers' should also be explored. Use of qualitative methods in M&E needs to be enhanced. Process evaluations are important for mid-term corrections in programmes to make them effective and impact-oriented. Indicators for monitoring need to include process and impact related aspects.

5.1.3 Data Issues

Data needs are significant at the lowest disaggregation level to meet the needs of SDGs. Use of digital techniques in monitoring and data collection on regular basis would be useful to collect information at grassroots level. Mechanisms for vertical and horizontal flow of data should be explored. Big data analysis would be a useful supplement to traditional evaluation approaches in reaching marginalized or hard-to-reach populations. It needs to be used in combination with traditional qualitative-quantitative approaches. Big data do not bring out the 'why' of what is observed, but help in establishing correlations. Privacy issues, periodicity of data and its comparability needs to be tackled. Good data and communication and discussion of evaluation findings appropriately lead to better use of evaluations and transformation of the societies.

5.1.4 Equality and Equity

Equality and equity need to be mainstreamed in development and evaluations. Community involvement in M&E is essential for sustainability and ownership of development programmes. There is a need for contextual approaches for evaluation to elicit participation from all. Demand for equity-focused and gender-responsive evaluation should be the norm.

5.1.5 Capacity Development

There is urgent need for capacity development at various levels to cover various aspects related to monitoring and evaluation. While evaluators in collaboration with academic institutions and other organizations can develop short term as well as long term capacity development modules, upgradation of evaluator skills should be done as evaluators can play a pivotal role of change agents. Capacities need to be developed at various levels for mainstreaming gender and resources for the same should be judiciously allocated. Left outs should first priority. Sharing of knowledge through the method of Evaluation Bazaar is an excellent innovation that may be used in capacity building with effect.

5.1.6 Innovation in Evaluations

Innovations in evaluations could be in approach, design, and/or use of technology. The most innovative step would be to change thinking in favour of decision-making based on objective evidence. Innovations need to be evaluated and evaluators need to be innovative in their evaluations. Such innovations themselves should be evaluated for their utility. Innovations in evaluation can be useful in situations of constraints of budget or time and natural or man-made disasters. Good practices in achieving the goals of development should be identified and developed as knowledge products to be replicated and adapted.

5.1.7 Ethics

Value-based ethical standards need to be given due importance in evaluation. Possibilities of national accreditation agency for enforcing ethical standards in research and evaluation can be explored. Ethical issues are critical and contextual. Evaluators should be sensitive about ethical standards in evaluation. Both theoretical and practical dimensions of ethics should be taken into account. The basis of ethics is shifting from the principle of 'doing no harm' to that of 'doing good'.

5.1.8 Evaluation Policy

While India has a long history of evaluations it does not have a National Evaluation Policy. There is an urgent need for evaluation policy or explicit guidelines for evaluations covering various issues. It would lead to quality evaluations and enhancement of evaluation use. Good evaluations can provide long term vision for development.

5.1.9 Evaluation as Discipline

It is time M&E is recognized as a separate discipline in academic sphere, particularly in India. M&E courses should be introduced at various levels in syllabus. Need-based online M&E courses should be organized. For development professionals, it should be mandatory to take up some modules relating to M&E. Academic communities need to be sensitized and oriented to measure development through scientific monitoring and evaluation principles and processes.

5.1.10 Networking and Participation

Strong networks among those working for development and M&E need to be developed at local to national to international levels for generating and sharing collective ideas and innovations. This would also save time, money and energy by avoiding duplication and overlapping of efforts. Effective engagement of stakeholders at all stages of evaluation is vital for ensuring utilization of results. In enhancing effectiveness of such engagement, proper profiling of the decision makers about their needs, preferences and attitudes would be useful.

5.1.11 Evaluation and Mass Media

Mass media has the important role of placing sound and objective evidence before policy makers and compel them to act on the evidence. Evaluators and media can come together for evidence collection and ensure their adequate and proper utilization.

5.2 Relevance

The main objectives of EvalFest were to share new knowledge and best practices in evaluation through information exchange and to contribute towards generating awareness about evaluation among a wide range of stakeholders. These objectives were in complete alignment with a) the organizational goals of ECOI and b) the evaluation capacity building needs in the context of adoption of SDGs. EvalFest was therefore very relevant and timely. It is also relevant to the strengthening the position of ECOI as a community of professional evaluators of national importance. Some feedback:

- Thank you team ECOI for organising a wonderful Conference. The event was very useful for me and my students. We drew great value out of it -**Aparna Khanna, Lady Irwin College**
- The event was excellent. And engagement of media was great which is not the case in many evaluation events. Kudos to ECOI team and the media group – **Asela Kalugampitiya, EvalPartners**
- A number of speakers and participants are working in the field at village level and therefore the challenges, methodology and evaluation results that they shared are quite realistic and immensely useful for policy and implementation corrective actions. A high point was to include 'value' in the title of the event. Deliberations brought out lucidly that ethical and credible evaluations emerge from values- based thinking – **Pramod Kumar Anand, RIS**
- Congrats @ECOI_India 4 taking a key step toward increasing #eval use among policymakers – tweet by **Rakesh Mohan, Director, Office of Performance Evaluations— an independent, nonpartisan agency of the Idaho Legislature**

The fact that a number of partner organizations readily came forward to join and chipped in with technical, financial and organizational contributions also was an indicator of the event's relevance to the evaluation world as a whole, going beyond national borders.

Participation on all the days was overwhelming, the number exceeding 200 – and included evaluators from different countries and other professional evaluation associations, is another indicator of relevance.

5.3 Effectiveness (Outputs, outcomes)

EvalFest 's concept note listed the expected outcomes as:

- Learning by sharing information, experiences and perspectives from respective and diverse contexts.
- Wider access to current and new knowledge in development and evaluation through interactions.
- An opportunity to network with various stakeholders for future activities.
- Dissemination of good evaluation practices, approaches and techniques which are participatory, contextual, replicable and adaptable.
- Greater awareness about development and evaluations with equity and equality among various stakeholders
- A compendium of academic papers on evaluation.

All these outcomes were achieved in full measure. In addition to creating a platform for sharing knowledge and best practices in evaluation, the event generated awareness and interest among a wide range of stakeholder groups. A collection of technical papers on various aspects of evaluation titled “New Direction for Evaluations –Visibility, Voice and Value” was also released on the occasion.

There were other positives. It was possible to create interest in evaluation and evidence-based decision-making among youth, students, academic circles and media. Active participation of these groups in the event amply demonstrated this. Adoption of highly innovative communication processes like Evaluation Bazaar for transfer of knowledge was another. Evaluation Bazaar generated immense interest equally among participants from India and abroad. A third was the interest created among national and regional evaluation associations and international organizations as well as individual overseas professionals whose participation added international character to the event.

- The innovation Bazar concept was fresh idea where we could get to know the innovative products in an interactive way - **Aditya Kumar, Abt Associate**
- The highlight was the innovation bazaar. What a wonderful exchange of ideas... the sharing was really good and I learned more than in most other 5-day conferences – **Madri Jansen van Rensburg**

During EvalFest, 31 new members joined ECOI further strengthening the organization and an important take-away from the event.

5.4 Efficiency

Beginning from a practically zero resource base, mustering support from and cooperation of a number of partners, and organizing a major event spread over three days and at a number of venues amply demonstrates the organizational efficiency of ECOI. Available scant resources were judiciously utilized and the organization was able to make the best use of the services of its own members, students of IIMR Delhi as volunteers, and staff of ISST to put up a show that drew applause from various quarters. The EvalFest as a whole and sessions were well appreciated in terms of punctuality, logistics and hospitality.

- Congratulations for a superb event. A number of speakers and participants are working in the field at village level and therefore the challenges, methodology and evaluation results that they shared are quite realistic and immensely useful for policy and implementation corrective actions
-Pramod Kumar Anand (RIS)
- The nature of the sessions with the panels also allowed for time to engage and not that feeling of one person presenting to an audience. The videos and the gender skit was excellent and contributed a lot to event – **Madri Jansen van Rensburg**
- CONGRATULATIONS for successfully completing the magnificent EvalFest Conference. It was rich in content, having diversified participants, and a great number of supporting partners, a combination of experienced and emerging evaluators experienced facilitators, attractive venue and so on. –**GanaPati Ojha, Chairman CoE (South Asia)**

While it is too early to make a judgment about the long- term impact of EvalFest, it can safely be said that enthusiasm of ECOI members rose immensely and made them look forward to greater contributions to the development agenda of the government and strengthen the organization by commitment. The ECOI event had also made a significant impression on the partners, international and national participants of the ability to deliver on its promises in contributing to the evaluation friendly environment. Various national and international organisations are coming forward for continued support and future collaborative pursuits. Participants reported important take-away from EvalFest. Impact is also visible from the fact that many participants want to join and work together. There are several proposals to start state units of ECOI.

There is already talk in SAMEA about your Festival and your ways of getting participation and a two-way communication - *Madri Jansen van Rensburg, South Africa*

Online Coverage post EvalFest

- Evaluation Community of India organises three-day EvalFest (7 – 9 February 2018) in New Delhi, Radiance Media, 8th Feb 2018 <http://www.radiancemedia.in/newsDetails.php?id=1777>
- 3ie website and 3ie Newsletter February 2018 <http://www.3ieimpact.org/en/events/external-events/evalfest-2018-voice-visibility-and-value/>
- **Reflections on EvalFest: Two blogs posted after the EvalFest**
- Designing for Data Use- Posted by Anna Schurmann on February 14, 2018

6 Looking Ahead

6.1 EvalFest was a rich and rewarding experience for ECOI both from the point of view of organization and professional enrichment. Organizationally, existing partnerships were renewed and strengthened while new partnerships were forged. Contact with academic circles, students and media was a special positive. Professional gains were many. It was indeed exciting to find young professionals engaged in innovative evaluations at ground level and learn from their experiences.

6.2 The enthusiasm and spirit of action and achievement needs to be carried into future for the continued growth of ECOI so as to establish it firmly in the professional world of evaluation within and outside the country and more importantly to contribute significantly to the process of creation of an evaluation-friendly environment and to evaluation capacity development.

6.3 ECOI needs to expand horizontally and make its presence felt all over the country. A beginning had already been made with the founding of its Maharashtra Chapter. Enthusiastic participants of EvalFest offered to start similar Chapters in Gujarat, Telangana, Tamil Nadu and Odisha. This process should be gradually extended to other States. State Chapters will augment the ECOI membership base considerably.

6.4 Organizing capacity building workshops at the State level are critical to the professional development across the country. The availability of State Chapters would facilitate this activity considerably. To start on line courses.

6.5 ECOI would strive to continue its endeavours to forge networking relations with international, regional and national evaluation associations.

6.6 Newsletters need to be brought out regularly. They should also a) feature references to important professional papers and books that have come out b) professional opportunities, c) events taking place elsewhere in the world, etc.

6.7 Bringing out knowledge products from time to time to share and learn the field- based experiences in development and evaluation

6.8 Develop evaluation policy/guidelines to ensure quality evaluations conforming to national and international standards

6.9 To keep the above in focus, ECOI would be bringing out strategy document to achieve its goals.

ANNEXES

Programme

7th February, 2018

Time	Session details	Venue
9.30 –	Registration	Centre for
9.45	Ethical Standards in Social Research and Evaluation: Indian and International	Media
9.50-	Perspective and Practices	Studies
1.00	Chair: Ms. P. N. Vasanti , Director General, CMS Panelists: <ul style="list-style-type: none"> • Dr. Sushanta K. Banerjee, Sr. Director (Research & Evaluation), Ipas Development Foundation & Board Member, CMS-IRB • Ms. Beryl Leach Director and Head (Policy, Advocacy & Communication), 3ie 	(CMS), Saket, New Delhi
2.30-	Reaching out to the right voice in the age of Big Data	Oxfam India,
4.30	Chair: Mr. Dheeraj Anand , Oxfam India Panelists: <ul style="list-style-type: none"> • Mr. BurakEskici, J-Pal, Post Doc Fellow-Harvard University • Ms. Diva Dhar, Program Officer (Measurement, Learning and Evaluation), Bill and Melinda Gates Foundation • Ms. Sowmya Karun, Partnership Strategist, Social Cops 	Copernicus Marg, New Delhi

 8th February, 2018 (India Habitat Centre)

Time	Session details	Venue
9.00 –	Registrations	Silver Oak I,
9.30		IHC
9.30-	Opening Ceremony	Silver Oak
11.00	<ul style="list-style-type: none"> • Welcome and opening remarks: Dr. Rashmi Agrawal, ECOI • Lighting of the Lamp by the dignitaries • Screening of a film on ECOI • Release of the compendium by the Chief Guest: Prof. Vijay Paul Sharma, Chairperson, CACP, Ministry of Agriculture, GOI • Inaugural address by the Chief Guest: Prof. V.P. Sharma • Special remarks by Dr. Emmanuel Jimenez, Executive Director, 3ie • Key note address: Marco Segone, Director, Evaluation Office, UNFPA Joseph Barnes , Senior Partner, ImpactReady <ul style="list-style-type: none"> • Vote of thanks: Alok Srivastava, ECOI 	I & II
11.00-	Tea Break	
11.30		
11.30-	High-quality evaluation: the importance of stakeholder engagement	Silver Oak
1.00	Facilitator: Beryl Leach , director and head, policy, advocacy and communication, 3ie with Rituu B Nanda (ISST/Constellation) Panelists: <ul style="list-style-type: none"> • Harini Kannan, J-PAL South Asia • Sudha Narayanan, IGIDR • SudiptaMondal, Project Concern International 	I & II

Time	Session details	Venue
11.30-1.00 Parallel Session	Round Table: New Frontiers for Evaluation in the Context of SDGs Chair: Dr. A.K Shiva Kumar , Senior Development and Policy Specialist Panelists: <ul style="list-style-type: none"> • Anurag Goel, SDG Advisor for the Government of Assam • James Mathew, Dy. Director General, CSO, MOSPI • Vanashri Vipin Singh, Chief Evaluation Officer, Karnataka Evaluation Authority • Sanjay Kumar, National Programme Officer, UNFPA, India • Karandeep Bhagat, Senior Manager, Centre for Social Equity and Inclusion 	Maple
1.00-2.00	Lunch	
2.00-3.00	Deconstructing innovation in evaluations Chair: Neeta Goel , Senior evaluation specialist, 3ie Panelists: <ul style="list-style-type: none"> • Emmanuel Jimenez, Executive Director, 3ie • Shobhini Mukherji, Executive Director, J-PAL 	Silver Oak I & II
2.00-3.30 Parallel Session	Roundtable session on Capacity Building in evaluation Chair: Asela Kalugampitiya , Executive Coordinator, EvalPartners Speakers: <ul style="list-style-type: none"> • Ganapati Ojha, Chairperson, Community of Evaluators – South Asia • Gordon Wanzare, ESK • Adinda Van Hemelrijck, Independent Evaluation Consultant, linked to the Centre for Development Impact (CDI) and IDS • Sonal Zaveri, Vice-Chair, CoE – SA • Ali Popalzai, AfES 	Maple
3.00 – 3.30 Tea Break (Silver Oak) / 3.30 – 4.00 Tea Break (Maple)		
Time	Session details	Venue
3.30-5.30	Innovation Evaluation Bazaar Denny John (Campbell Collaboration) and Rituu B Nanda (ISST/ Constellation)	Silver Oak I & II
4.00-5.30 parallel session	Role of media in evidence based policy planning Chair: Ajit Kumar , Managing Editor & CEO, Radiance Media Panelists: <ul style="list-style-type: none"> • Shilipa Pandit, Social Scientist, and M&E specialist • Lalima Aneja Dang, Freelance newsreader • Arun Tiwari, Sr. Journalist 	Maple

9th February, 2018 (India Habitat Centre)

Time	Session Details	Venue
9.30-9.35	First-day Recap Video	Silver Oak I
9.35-11.00	<p>Technical Session:SDGs and Evaluations</p> <p>Chair: Dr. Sanjiv Kumar, Director, IIHMR Delhi</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Krishna Kumar, RIS, New Delhi • Sanyukta Samaddar, OSD, NITI Aayog • Marco Segone, Director, Evaluation Office, UNFPA 	Silver Oak I
11.00-11.30	Tea Break	
11.30-1.00	<p>Equity and Inclusion: No One left behind</p> <p>Skit on gender and evaluation by IIHMR students</p> <p>Chair: Marco Segone, Director, Evaluation Office, UNFPA</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Madri Jansen van Rensburg, Independent Research Professional, South Africa • Manju Mary Paul, Assistant Director, Ministry of Women and Child Development, GOI • Savina Ammassari, Senior Strategic Information Adviser, UNAIDS India • Rasha Omar, Country Representative, IFAD, India • Yamini Atmavilas, India Lead, Gender Equality, Bill & Melinda Gates Foundation 	Silver Oak I
11.30-1.00 Parallel Session	<p>Data, Evaluation, Communication, and Transformation</p> <p>Chair: Dr. P.K. Anand, Senior Consultant, RIS</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Maulik Chauhan, Associate Director, Survey CTO • Leena Sushant, Breakthrough • Anna Schurmann, Independent Public Health Consultant 	Silver Oak II
1.00-2.00	Lunch	
2.00-3.30	<p>Technical session: Role of Academicians in Development of Evaluation Culture</p> <p>Chair: Dr. A.K Shiva Kumar, Senior Development and Policy Specialist</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Dr. Arup Mitra, Director General, NILERD, NITI Aayog, Govt. of India • Dr. Rama Rao, Ex-Director, NAARM, ICAR, Emeritus Scientist, PJTSAU, Hyderabad • Dr. Santosh Singh, Ambedkar University, Delhi • Dr. Garima Bansal, Delhi University • Dr. Aparna Khanna, Department of Development Communication & Extension, Lady Irwin College (University of Delhi) 	Silver Oak I

Time	Session Details	Venue
2.00- 3.30 Parallel Session	Gender Transformative Evaluations: Methods and Approach Chair: Ratna M. Sudarshan, ISST Panelists: <ul style="list-style-type: none"> • Anukriti Dixit, IIM Ahmedabad • Sayak Khatua and Mahima Taneja, Outline India • Manika Bora, NEUPA • NitiSaxena, Sahgal Foundation • Madhulika Singh, UNWomen, New Delhi 	Silver Oak II
3.30- 4.00	Tea break	
4.00- 4.30	Tour to Poster exhibition	Silver Oak
4.30- 6.00	Closing Ceremony: Recapitulation and Way forward Chair: Dr. T. Haque, Chairman, Special Cell on Land Policy, NITI Aayog Briefing of the event: ECOI <ul style="list-style-type: none"> • Dr. P.K. Anand, RIS • Dr. A.K. Shiva Kumar, Senior Development and Policy Specialist • Ms. Mallika Samaranayake, Former President, COE-SA Vote of thanks: Dr. Rajib Nandi, ECOI	Silver Oak I & II

LIST OF POSTERS PRESENTED

Sl.No.	Organization	Individual (s)	Brief aboutPoster
1	IIHMR, New Delhi	Drishya Pathak DeepanshiKacharia Kamal Jingar Apoorva Mehta and Srishti Gupta	Awareness of Consumer Protection Act among urban Indians and assessment of transparency of services by private and public health sectors
2	IIHMR, New Delhi	Ms. Nikita Grover Dr. LaxmiVerma and Ms. Vanshika	Assessment of the change in perception and practices of the educated working individuals after the launch of Swachh Bharat Abhiyan
3	Lady Irwin College, New Delhi	Dr. Aparna Khanna Ms. Shreya Rastogi and Dr. Pulkit Mathur	Using traditional games as evaluation tools to assess the efficiency of training sessions on menstrual health and nutrition for school-going adolescent girls in Delhi
4	Centre for Media Studies	Ms. Paramita D. Mazumdar	Innovations in qualitative research: Case Study-Concurrent Monitoring of Menstrual Hygiene & Health Management Project of UNICEF
5	IDOBRO	Mr. Anthony Fernandes	Multiplier model/process of creating impact
6	Centre for North Eastern Studies (CNES) and Voluntary Health Association of Assam (VHAA)	Ms. Ruchira Neog, Mr. Jahirul Choudhury and Mr. Ashok Rao	Community Life Competence Process (CLCP)
7	Brooke India	Mr. Ashwani Kumar	A case study of innovation: cultivation of green fodder through hydroponics for donkeys in drought prone areas of Maharashtra
8	Brooke India	Mr. Faizan Jaleel	Participatory welfare needs assessment – a composite tool to 36 nalyse needs, assess impact and facilitate community-based organizations
9	Brooke India	Ms. SirjanaNijjar	Women play a vital role in equine (horse, donkey and mule) welfare
10.	FMG Group	Dr. Nishi	Evaluation of blood donation with a personal touch shows positive results.

ANNEX III

TWITTER BUZZ

 **SurveyCTO**
@SurveyCTO

Dobility India's Associate Director, [@Maulikmchauhan](#) will be presenting at [#EvalFest18](#) next week in New Delhi! Maulik's presentation is called, "Garbage In, Garbage Out: How to Ensure That an Evaluation is Based on High-Quality Data, Without Breaking the Bank." [#ICT4D](#) [#data](#)

8:40 PM · 02 Feb 18

 **ECO I**
@ECO I_India

The most exciting [#Evaluation](#) event in 2018 - Evalfest in Delhi 7th-9th Feb Read more gendereval.ning.com/events/evalfes... Hashtag [#Evalfest18](#) [@msegone](#) [@3ieNews](#) [@beryl_leach](#) [@HowardNWhite](#) [@RajibNandi](#) [@AniruddhaBrahma](#) [@FeministEval](#) [@impactreadyeval](#) [@MenonRadhi](#)

 <small>Visibility, Voice, and Value 7-9 February, 2018, New Delhi, India</small>	EvalFest 2018, 7-9 February, New Delhi, India gendereval.ning.com
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Twitter Buzz – Satellite Sessions (#EvalFest18)

The buzz continued on the day of the satellite sessions, with 16 tweets along with numerous retweets and ‘likes’ recorded. The snapshot of top tweets are mentioned here.



Gulshan Borah
@gulshanborah

Exploring and Strengthening link between Evaluations and SDG. #EvalFest18 #EvalFest Register at eventbrite.com/e/evalfest-2018... @ECOL_India @nabesh_bohidar @evalcoindia @rituubnanda



EvalFest 2018: Visibility, Voice, and Value
EvalFest 2018 Day 1, 7 February 2018 A consultation o...
eventbrite.com



ECOI
@ECOL_India

Thank you @cmsadvocacy for an excellent session on "Ethical Standards in Social Research and #Evaluation: Indian and International Perspective and Practices" on at CMS Saket as part of #Evalfest18 @pnvcms We find partnership with CMS very valuable @alokanuj @FeministEval



Twitter Buzz – 8 Feb 2018 (#EvalFest18)

The buzz on twitter exploded on 8 February 2018, with over 74 tweets, along with numerous retweets and ‘likes’. Over 28 individuals and organizations tweeted about the event. The top tweets are mentioned here.



United Nations India
@UNinIndia

Karnataka Evaluation Authority (KEA) -India's first and only such authority in the country has developed a mobile app to conduct primary surveys: Vanashri Vipin Singh, CEO, KEA

#EvalFest18

@3ieNews @Nabesh_Bohidar @AniruddhaBrahma @FeministEval @msegone @RajibNandi @alokanuj



Nabesh Bohidar
@Nabesh_Bohidar

Ensuring no one left behind @msegone at #evalfest18 @ECOL_India



4th Wheel
@4thWheelImpact

Innovation bazaar bringing out different innovations in #evaluation #crosslearning #EvalFest18





Afghan Evaluation @Afghan_Eval · Feb 14

Our member @malipopalzai in panel on capacity building in evaluation and talking about #Afg's successes and challenges at #EvalFest18.



🗨️ ↻️ 7 ❤️ 7 ✉️



Rakesh Mohan @RakeshMohanEval · Feb 11

"In a parallel session #journalists interacted w/the participants on the contribution mass media could make to #EvidenceBased policy planning."

Hope 2 see this at @aeaweb conferences one day. Congrats @ECOI_India 4 taking a key step toward increasing #eval use among policymakers.



EvalGender+ @FeministEval · Feb 8

@impactreadyeval, Joseph Barnes: key note speaker: not only the outcome but process of #Evaluation is important #EvalFest18



🗨️ ↻️ 2 ❤️ 4 ✉️

Savina Ammassari

@SavinaAmmassari

Follow



Key pops participation in evaluation and program design in AIDS sector example to reach other #SDGs #evaluation#EvalFest2018 @ECOI_india @MichelSidibe @JoelRehnstrom @UNAIDS_AP @msegone @Rituubnanda



9:47 PM - 9 Feb 2018



D. Roychowdhury @Devashrees · Feb 10



RoundTable: New frontiers for #Evaluation in the context of #SDGs focusing upon the new approaches & methodologies in generating evidence for informed decision making & learning to advance #sustainabledevelopment. #EvalFest18 #ECOI #Delhi





Ajit Kumar @ajit1991 · Feb 10

Enjoyed chairing interesting and interactive Media session Policy Planning on EvalFest 2018 by ECOI on 8th at India Habitat Centre with Arun Tiwari, Lalima Dang and Shilipa Pandit - Evidence proper research, evaluation and monitoring is the backbone of vibrant media #evalfest18



You and Lalima Aneja Dang

4 5 9

You Retweeted



VIKAS ARORA @aroravicky17 · Feb 9

SDGs are the biggest opportunity we have but simultaneously the biggest challenge we have from the perspective of M & E - Marco Segone

@ECOI_India @SurveyCTO
#Evalfest18

4 4

You Retweeted



Marco Segone @msegone · Feb 8

Congratulations to @ECOI_India for a full room at #evalfest18. Incredible progress done in few years, with chapters now existing in several Indian states



You Retweeted



alok srivastava @alokanuj · Feb 8

#EvalFest18 Presentation on evidence and gap maps by Campbell Collaboration
@ECOI_India



↻ 2

♥ 2





4th Wheel @4thWheel_Impact · Feb 8

Sonal - Vice President @CoE_SouthAsia presenting results from a research study 4th Wheel worked on for assessing 'Capacity development needs in Gender focused #evaluations' #Evalfest18



You Retweeted



CoE-SA @CoE_SouthAsia · Feb 8

Dr. Ganapati Ojha, Chairman, CoE-SA sharing his experience of creating and sustaining the culture of working together at Evalfest 18, New Delhi @ECOI_India #evalfest18





Rajib Nandi @RajibNandi · Feb 8

Vertical and horizontal flow of data is needed when talk about good data in evaluation: session on SDGs at Evalfest18, New Delhi #EvalFest18 @ECOI_India @UNinIndia



🗨️ 5 ❤️ 7 📊

🔄 You Retweeted



VIKAS ARORA @aroravicky17 · Feb 8

Evaluation is not spectators' sports. Take the leadership for the change needed - J Barnes

#evalfest18

@ECOI_India @nabesh_bohidar @evalcoindia @rituubnanda

🗨️ 🔄 2 ❤️ 4 ✉️

🔄 You Retweeted



Radhika Menon @MenonRadhi · Feb 8

@eyjim2 : evaluations for the purpose of just accountability may be a blunt instrument for change. Emphasise #learning #evalfest18 @3ieNews @ECOI_India

🗨️ 🔄 5 ❤️ 5 ✉️



Our Partners





Evaluation Community of India (ECOI)

**Institute of Social Studies Trust, UG Floor, Core 6A
India Habitat Centre, Lodhi Road, New Delhi 110 003**

Tel: +91 11 4768 2222

Email: evalcoi1@gmail.com

www.ecoionline.com

Facebookpage: www.facebook.com/evalcoIndia/

Twitter: [ECOI_India](https://twitter.com/ECOI_India)