

# Inauguration Ceremony and Capacity Building Programme for the Government Officers under P. A. Sangma Fellowship of Legal and Policy Research

## **Module 1: Fundamentals of Monitoring, Evaluation and Learning**

15<sup>th</sup> May – 17<sup>th</sup> May 2023

### **Submitted By**

Sambodhi Research and Communications

### **Submitted To**

Law Department, Government of Meghalaya

## Table of Contents

|   |    |
|---|----|
| <b>Introduction</b> .....   | 3  |
| <b>Inauguration Ceremony of the Capacity Development Programme</b> .....                                    | 4  |
| <b>Three-day Capacity Building Programme on “Fundamentals of Monitoring, Evaluation and Learning”</b> ..... | 5  |
| <b>B. Facilitators’ team for the Module</b> .....   | 5  |
| <b>C. Module Content and Pedagogy</b> .....   | 5  |
| <b>Audio-visual recording of the entire training programme</b> .....  | 8  |
| <b>Participants’ Feedback on the sessions</b> .....   | 8  |
| <b>Conclusion and Way Forward</b> .....   | 9  |
| <b>Annexures</b> .....  | 10 |
| <b>Annexure 1: List of participants</b> .....   | 10 |
| <b>Annexure 2: Agenda of the Inauguration Ceremony</b> .....  | 13 |
| <b>Annexure 3: Structure of the course</b> .....  | 14 |
| <b>Annexure 4: Pen-profiles of the Facilitator’s team</b> .....   | 15 |
| <b>Annexure 5: Selected Photos</b> .....  | 16 |

## Introduction

Evidence is critical to all the work that policymakers do – from decision-making and making laws, bylaws, rules, and bills to ensuring accountability and transparency. Robust M&E forms an integral part of evidence-based policymaking, not just as a step, but as a process unto itself for collecting, analyzing, and interpreting evidence for grounding, improving, legitimating, correcting, and adapting public policies. Integrating M&E into policymaking requires a shared understanding on why evaluation is important, how and when to use different types of evaluation and innovative research methodologies to generate data, and how to make sense of and utilize various kinds of monitoring and evaluation data to solve emergent challenges. This in turn requires an environment which fosters learning and enhances capabilities of government functionaries to generate and utilize evidence. A well-rounded capacity building programme can lead to increased sensitivity and receptivity to data-driven decisions, generation of localized learning, opportunities to discuss and apply best practices, and strengthening of organizational management practices of government and state institutions to enhance service delivery.

Keeping this in mind, Sambodhi Research and Communications Pvt. Ltd. has sought to implement a proper plan and system in place to develop and strengthen the skills, abilities, processes, and resources of the key government functionaries and enhance their capacities and decision-making capabilities in line with the fast-paced changes in the society under the PA Sangma Fellowship. Such a strengthening of capacity of functionaries who are involved in a design and delivery of public services, welfare programs, laws and bills, and core governance related functions will allow the government of Meghalaya to serve its citizens efficiently and effectively through transparent, seamless, and public-focused systems and processes. The capacity building programme will also enable Meghalaya's state and district officers to conduct high-quality monitoring and evaluation and build an evidence ecosystem in the state.

Government of Meghalaya has collaborated with Sambodhi for designing and implementing a year-long capacity development program under the P.A. Sangma Fellowship for Legal and Policy Research to enhance the capacities of key government functionaries to facilitate improved public service delivery. The fellowship by the state government of Meghalaya aims to help fellows gain on-ground experience in areas of law and policy and provide capacity building programs and trainings for senior law officers and other officials across different government departments at state and district levels.

The aim of the capacity building programme under the P.A. Sangma Fellowship for Legal and Policy Research is to expose key stakeholders to:

- the specificity of the complex socio-economic challenges that Meghalaya faces,
- the theory and implementation dynamics of social welfare schemes and public policies across sectors of public health, education, WASH, environment, gender, and livelihoods among others,
- the emerging contexts and recent advancements (such as cyber laws technology policy) across various fields and,
- the knowledge, perspectives, and skills on monitoring and evaluation (M&E) and evidence-based public policy.

## Inauguration Ceremony of the Capacity Development Programme

On 15<sup>th</sup> May 2023, The Department of Law, Government of Meghalaya, in collaboration with Sambodhi Research & Communication Pvt. Ltd., organised an inauguration ceremony for the capacity building program for the government officers under the P. A. Sangma Fellowship of Legal and Policy Research at the Meghalaya Administrative Training Institute (MATI), Mawdiangdiang in Shillong. Meghalaya Law Minister, Dr. Mazel Ampareen Lyngdoh graced the inauguration programme as the chief guest.

Mr. Cyril Dyngdoh, IAS, Secretary, Law Dept., Government of Meghalaya, Mr. Ram Kumar S, IAS, Director, Meghalaya Administrative Training Institute, Shillong, Mr. Debu Lyngdoh, Joint Secretary, Law Dept., Government of Meghalaya, Prof. A. K. Shiva Kumar, Keynote Speaker of the event, Mr. Dharmendra Chandurkar, Chief Knowledge Officer, Sambodhi, Dr. Rajib Nandi, Vice President – Capacity Development and Knowledge Management, Sambodhi, among others were present during the inaugural programme. 42 officers from different departments were present during the inauguration ceremony.

Mr. Dharmendra Chandurkar, Chief Knowledge Officer and Dr. Rajib Nandi, Vice President – Capacity Development and Knowledge Management at Sambodhi discussed about Sambodhi's initiatives and approaches for capacity strengthening of government officials, development sector and civil society professionals. They also addressed the gathering about the objectives and planning of different training sessions covering a wide range of modules which will be rolled out throughout the year.

Mr. Cyril Dyngdoh, IAS, Secretary, Law Dept., Government of Meghalaya and Mr. Ram Kumar S, IAS, Director, Meghalaya Administrative Training Institute, Shillong highlighted the importance of capacity strengthening of government officials on a regular interval and importance of monitoring and evaluation in policy making and programme implementation.

Prof. A. K. Shiva Kumar, development economist and the keynote Speaker of the event, brought some relevant insight on the position of the country and state of Meghalaya in different macro-economic indicators and role of state government officers in improving the state's position and achieving sustainable development goals. Meghalaya Law Minister, Dr. Mazel Ampareen Lyngdoh, Chief Guest of the occasion, addressed the gathering on different socio-economic issues with providing Meghalaya specific facts and figures. She also motivated the government officers on their role in uplifting the state and highlighted the importance of capacity strengthening of state government officers on a regular basis.

## **Three-day Capacity Building Programme on “Fundamentals of Monitoring, Evaluation and Learning”**

A three-day capacity building workshop on the first module of “Fundamentals of Monitoring, Evaluation and Learning” was conducted from the second half of 15<sup>th</sup> May to the first half of 17<sup>th</sup> May at the Meghalaya Administrative Training Institute (MATI), Mawdiangdiang in Shillong. This training programme was attended by P. A. Sangma fellows and 38 officers from the Social Welfare department, Planning, Investment, Promotion, and Sustainable Development department, Directorate of Economics and Statistics, Child Commission, Directorate of Programme Planning and Implementation, Meghalaya Administrative Training Institute (MATI), and State Institute of Rural Development (SIRD).

### **A. Objectives of the Module**

The module introduced the fundamental concepts of the Monitoring, Evaluation and Learning (MEL) in a project cycle. Real world case studies and examples of Impact Evaluation were provided to help the participants build a perspective on MEL. This module was designed to help the officers understand, appreciate, and adopt the appropriate approaches, frameworks and tools for monitoring and evaluating the existing government schemes. In order to understand and adopt cost-effective and statistically robust evaluations of programme outcomes and informing policies, case studies and examples were provided.

### **B. Facilitators’ team for the Module**

The course was facilitated by Monitoring Evaluation Research and Learning (MERL) experts from Sambodhi Research and Communications. Rajib Nandi, Vice President – Knowledge Management and Capacity Development, Sambodhi was present during the training programme as the team lead of the facilitator’s team. The core facilitators were namely, Ms. Kezia Yonzong, Assistant Vice President – Research, Sambodhi and, Ms. Shikha Rana, Senior Manager – Research, Sambodhi. Amartya Krishna Roy, Manager – Capacity Building was the Teaching Assistant in the training programme.

### **C. Module Content and Pedagogy**

A participatory approach was adopted for the entire module. Group exercises, interactive discussions using charts, cards etc. were used and facilitators also used power-point presentations and demonstrations on the white board. Following broad topics/sessions were conducted in a sequential manner:

#### **Day 1**

##### **Session 1: Introduction to MEL: Understanding the distinction among Monitoring, Evaluation and Learning:**

- The session was initiated with an introduction and a quiz on monitoring and evaluation.
- Basic concepts of MEL and the difference among different terminologies was demonstrated using white board and power point presentation.
- Real-world examples from government interventions were used for the demonstration.

### **Session 2: Project cycle and locate MEL within a project cycle:**

- The concepts of project, project objective, different stages of project cycle, locating MEL within a project cycle, necessity and demand of MEL were described using real-world examples. For the entire session, the facilitator used power-point presentation and white board.
- The fundamental concepts of Logic Model and Logical Framework was discussed with the participants using practical examples.
- At the end, the concept of “indicator” was demonstrated while the facilitator conducted a short recap-session with the participants on the “difference between monitoring and evaluation”.
- The participants were engaged throughout the session by demonstrating a participatory approach.

### **Session 3: Role of MEL in Policy Making and Designing Government Programs:**

- The facilitator used power-point presentation and white board to describe the elements of policy-making cycle, critical steps of programme design, Learning Purposes for M&E in Policy, and Programs.
- A real-world case study on the sanitation programme of the government of India was used to broadly discuss about the role of MEL in designing government programme.
- The facilitator conducted a short doubt clearing session with the participants at the end of the day.

## **Day 2**

### **Session 1: Stakeholder mapping in government programs:**

- At the beginning, the facilitator conducted an individual exercise using cards. The participants wrote three important learnings from the first day and shared with other participants.
- Power-point presentation was used by the facilitator to demonstrate the concept of stakeholder, mapping process of the stakeholders, need for engaging the stakeholders throughout the project.
- The facilitator conducted a group exercise on categorisation of the stakeholders. The participants listed the names of the stakeholders from their respective departments in chart papers and categorised them as per their roles in the project cycle. The participants also identified each stakeholder’s possible participation or role in the M&E implementation.

### **Session 2: Fundamentals of Result based Management (RBM), Theory of Change (ToC) and Results Framework:**

- The facilitator demonstrated the basic concept and features of Result-based Management, and Theory of Change (ToC) through power-point presentation and white-board.
- The participants also learnt about the methodology of creating a ToC.
- The concept of Results Framework and Indicators was also discussed with practical examples.
- The facilitators conducted a group exercise using charts on developing a ToC on the areas participants are working on. The participants developed ToC on their areas of interest and presented to other groups.

### **Session 3: Different research approaches and their strengths/ weaknesses:**

- Power-point presentation and white board were used to demonstrate the concept of qualitative, quantitative and mixed methods approaches of conducting research studies.
- Practical examples were given for clarifications.

### **Session 4: Fundamental Concept of Impact Evaluation:**

- Basic concept of Impact Evaluation was discussed with real-world examples.
- The facilitator also demonstrated popular evaluation designed which are mostly used at present.
- The facilitator used power-point presentation and white board for the demonstration and a participatory approach was adopted to strengthen the clarity on research approaches among the officers.

### **Session 5: Basic concept of OECD-DAC Evaluation Criteria:**

- The facilitator discussed about seven components of OECD-DAC criteria with practical examples.
- Power-point presentation was used for the demonstration.
- The facilitator conducted a short doubt clearing session with the participants at the end of the day.

## **Day 3**

### **Session 1: Recap of day 1 and day 2 and share out of understanding:**

- At the beginning, an exercise on MEL was conducted. Participants were shown a group of pictures showing MEL in a Project with numbers. After all the images were shown, participants were asked to put them in the correct sequence.
- The next exercise was conducted on Theory of Change. Participants were shown a group of pictures depicting a Theory of Change with numbers. After all the images were shown, they were asked to put them in the correct sequence.
- In the next group exercise, participants were given real-world case study with a set of questions on evaluation approaches, data collection, indicators, reporting of results etc. This exercise was conducted for strengthening their basic understanding with a participatory approach. All the groups shared their findings with other groups using chart papers. Participatory approach was adopted to strengthen the clarity on different components of Monitoring, Evaluation and Learning among the participants.

### **Session 2: Ethics and Confidentiality in Research and Evaluation:**

- The facilitator used power-point presentation to discuss about the requirement of maintaining confidentiality while conducting surveys.
- Different components of “Consent Form” were also discussed using white board and power-point presentation.
- The facilitator conducted a short doubt clearing session at the end.

### Session 3: Closing remarks and reflections:

- The participants shared their feedback on the training programme and expectations from the advanced module on MEL. The facilitators also listened to their perspectives and feedback on their specific requirement of training of government officers across different domains/ sectors.
- The facilitators talked about the next plan and strategy for conducting capacity building programmes on other modules in the near future.

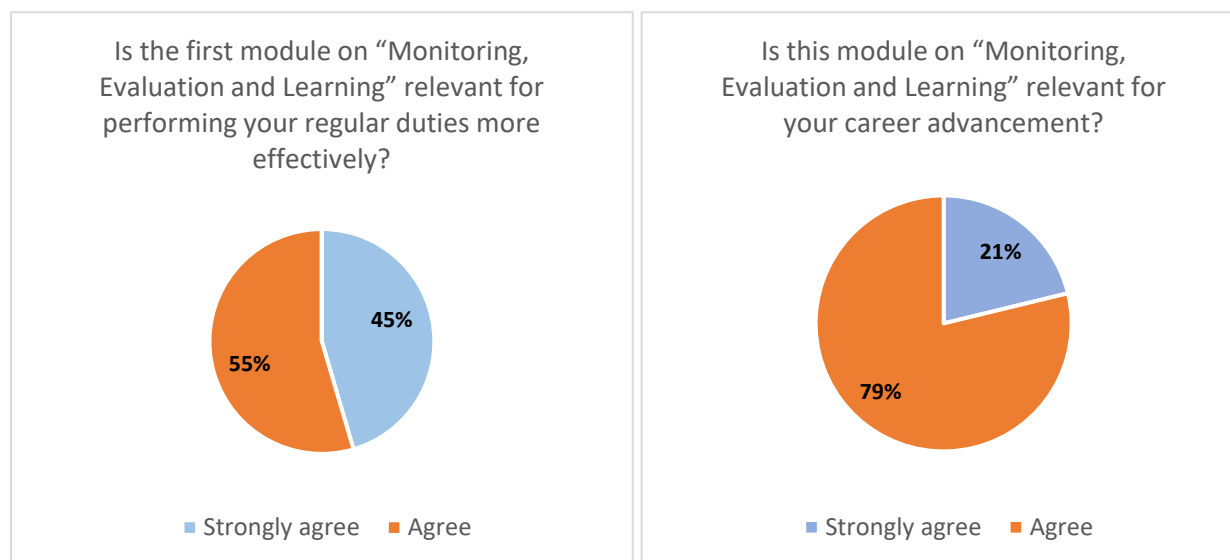
### Audio-visual recording of the entire training programme

All the sessions have been recorded by the professional videography agency. The recording of the sessions will be submitted to the Law department episode wise, and the videos will be saved in the Learning Management System (LMS) in a later stage to create a long-term repository of knowledge products for the state government of Meghalaya.

### Participants' Feedback on the sessions

A feedback form was designed for capturing the constructive feedbacks from the participants which would help improvising the training module or pedagogy. At the end of the training programme, the feedback forms were distributed among the participants. **33 out of 38 participants** filled in the feedback forms and submitted to the resource persons. After digitising and analysing the feedback, the following key features were identified:

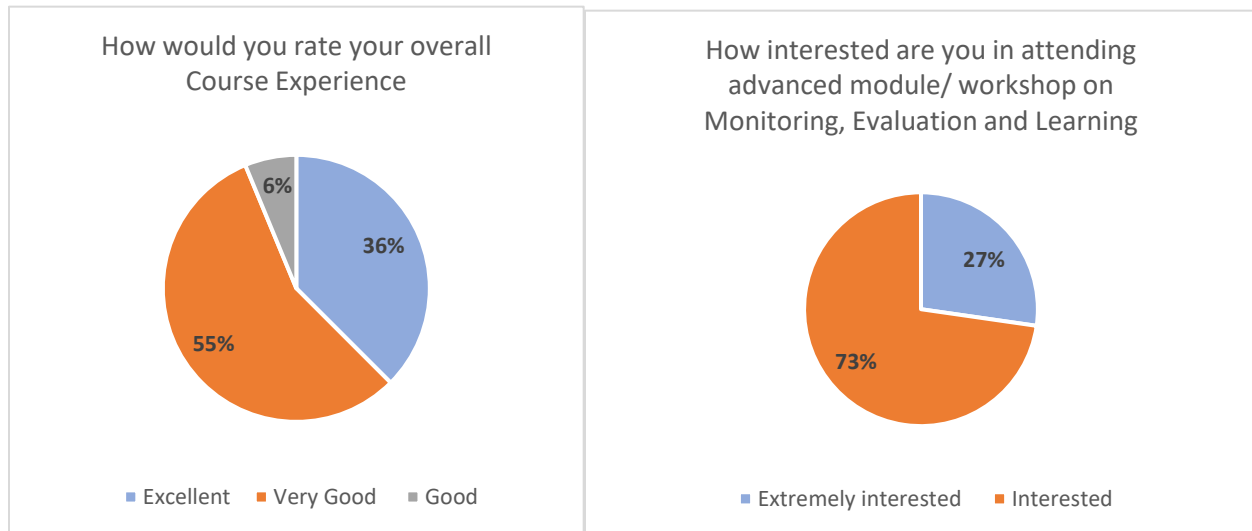
- 55% respondents strongly agree, and 45% respondents agree to the fact that the first module on “Monitoring, Evaluation and Learning” is relevant for performing their regular duties more effectively.
- 21% respondents strongly agree, and 79% respondents agree to the fact that the module on “Monitoring, Evaluation and Learning” is relevant for your career advancement.



- 33% respondents rated the overall course experience to be “Excellent”, 55% rated “Very good” and rest 6% rated “Good”.



- 27% participants are “Extremely interested” and rest 73% are “Interested” in attending advanced module/ workshop on Monitoring, Evaluation and Learning



- As per the feedback, “Fundamentals of Theory of Change” is the most liked topic by the participants as it enables them to focus and connect each head to focus and achieve the goal.
- “Introduction to MEL and locating MEL in Project Cycle”, “Role of MEL in Policy making and designing govt. programmes”, “Results Framework”, “Research Approaches”, “OECD-DAC criteria of evaluation” are few other topics which were liked by the respondents.
- The officers suggested a few topics which would be appropriate for incorporating into the advanced module of Monitoring, Evaluation and Learning, e.g., Real time monitoring, Impact Evaluation in detail, Statistical tools which will be appropriate with the MEL or research methodology, MEL with respect to construction sector e.g., roads, buildings etc.
- Some of the participants suggested to incorporate ice-breaking sessions at the beginning, conducting exposure visits, More case studies on government intervention/ programmes etc.
- A few respondents asked for more detailed sessions on selected topics and suggested to conduct more days of training on specific topics.

## Conclusion and Way Forward

With the overwhelming appreciation and acceptance of the first module among the government officers of Meghalaya, Sambodhi Research and Communications Pvt. Ltd. strives for designing and rolling out more innovative modules in the near future with more participatory and in-depth pedagogy across a wide range of domains. Some of the areas of improvement which have been identified during the first modules are: Improvement of the audio-visual facility of the training venue to ensure the quality of the video products, improvement of internet connectivity inside training venue to engage the participants in online exercises like padlet activities, incorporating a round-table sitting arrangement inside the training hall to make the capacity building programmes more participatory.

## Annexures

### Annexure 1: List of participants

| S No. | Name of Participant   | Gender | Department   | Designation                  |
|-------|-----------------------|--------|--|------------------------------|
| 1     | Shri C D Buam         | M      | Directorate of Economics and Statistics                                | Research Officer             |
| 2     | Shri J M Lyngdoh      | M      | Directorate of Economics and Statistics                                | Statistical Officer          |
| 3     | Shri M W Momin        | M      | Directorate of Economics and Statistics                                | Statistical Officer          |
| 4     | Kum I Rynjah          | F      | Directorate of Economics and Statistics                                | District Statistical Officer |
| 5     | Shri B Fancon         | M      | Directorate of Economics and Statistics                                | Inspector of Statistics      |
| 6     | Shri A Nongbet        | M      | Child Commission   |                              |
| 7     | Shri NR Kharchandy    | M      | Directorate of Programme Planning and Implementation                   | Assistant Director           |
| 8     | Shri S Sungog         | M      | Directorate of Programme Planning and Implementation                   | Assistant Director           |
| 9     | Smt L Bareh           | F      | Directorate of Programme Planning and Implementation                   | Research Officer             |
| 10    | Shri MC Khonglah      | M      | Directorate of Programme Planning and Implementation                   | Research Officer             |
| 11    | Smt B Nongtraw        | F      | Directorate of Programme Planning and Implementation                   | Research Officer             |
| 12    | Shri B R Marak        | M      | Directorate of Programme Planning and Implementation                   | Research Officer             |
| 13    | Shri RMG Nongtdu      | M      | Directorate of Programme Planning and Implementation                   | Executive Engineer           |
| 14    | Smti Damerilin Synrem | F      | Planning, Investment, Promotion and Sustainable Development Department | Deputy Secretary             |

| <b>S No.</b> | <b>Name of Participant</b> | <b>Gender</b> | <b>Department</b>  | <b>Designation</b>              |
|--------------|----------------------------|---------------|--|---------------------------------|
| 15           | Smti Parrupa Lyngdoh       | F             | Planning, Investment, Promotion and Susustainable Development Department | Research Officer                |
| 16           | Shri Kynsai Kharlukhi      | M             | Planning, Investment, Promotion and Susustainable Development Department | Research Officer                |
| 17           | Shri Dondor Marboh         | M             | Planning, Investment, Promotion and Susustainable Development Department | Research Officer                |
| 18           | Shri Wankerlang Nongbet    | M             | Planning, Investment, Promotion and Susustainable Development Department | Assistant Research Officer      |
| 19           | Dilshad Ahmad              | M             | Law Department   | CM Fellow                       |
| 20           | Pulok Simon                | M             | Law Department   | CM Fellow                       |
| 21           | Pragya Pasricha            | F             | Law Department   | CM Fellow                       |
| 22           | Smti I Warjri              | F             | Meghalaya Administrative Training Institute                              | Assistant Director              |
| 23           | Smti E Massar              | F             | Meghalaya Administrative Training Institute                              | Assistant Director              |
| 24           | Smti Alma Dohling          | F             | SIRD   | Senior Faculty Member           |
| 25           | Shri Lambok Dhar           | M             | SIRD   | Faculty                         |
| 26           | Ms Elizabeth Thma          | F             | SIRD   | Faculty                         |
| 27           | Shri Joshua Songthiang     | M             | SIRD   | Programme Manager               |
| 28           | Shri Dilsrang Sangma       | M             | SIRD   | Research Officer                |
| 29           | Shri Kamailang Khonghat    | M             | SIRD   | Research Officer                |
| 30           | Smt M Umdor                | F             | Social Welfare   | District Social Welfare Officer |
| 31           | Smt VC War                 | F             | Social Welfare   | District Social Welfare Officer |
| 32           | Smt E Kharchandy           | F             | Social Welfare   | District Social Welfare Officer |
| 33           | Smt R Passah               | F             | Social Welfare   | District Social Welfare Officer |
| 34           | Shri E Tariang             | M             | Social Welfare   | District Social Welfare Officer |

| <b>S No.</b> | <b>Name of Participant</b> | <b>Gender</b> | <b>Department</b> | <b>Designation</b>                                       |
|--------------|----------------------------|---------------|-------------------|--|
| 35           | Smt I S Rapthap            | F             | Social Welfare    | Programme Manager,<br>State Child Protection<br>Officer  |
| 36           | Smt M Khonghat             | F             | Social Welfare    | Protection Officer,<br>State Child Protection<br>Society |
| 37           | Shri BA Mawlieh            | M             | Social Welfare    | Legal Cum Probation<br>Officer                           |
| 38           | Shri W Kharkongor          | M             | Social Welfare    | Legal Cum Probation<br>Officer                           |

## Annexure 2: Agenda of the Inauguration Ceremony

| Time                | Session                                  | Name of the speaker  |
|---------------------|--|--|
| 9.30 AM – 10 AM     | Snacks and tea/coffee                    |  |
| 10.00 AM – 10.05 AM | Welcome note                             | Mr. Rajib Nandi, Vice President, Capacity Development and Knowledge Management at Sambodhi Research and Communications Pvt. Ltd. |
| 10.05 AM – 10.10 AM | Memento Presentation to the dignitaries  |  |
| 10.10 AM – 10.20 AM | Address by the Special Guest             | Mr. Dharmendra Chandurkar, Chief Knowledge Officer, Sambodhi Research and Communications Pvt. Ltd                                |
| 10.20 AM – 10.30 AM | Address by the Director, MATI            | Mr. Ram Kumar S., IAS, Director, MATI, Government of Meghalaya   |
| 10.30 AM – 10.40 AM | Address by the secretary, Law Department | Mr. Cyril Diengdoh, IAS, Secretary, Law Department, Government of Meghalaya  |
| 10.40 AM – 11.10 AM | Address by the Keynote Speaker           | Prof. A K Shiva Kumar, Keynote Speaker   |
| 11.10 AM – 11.20 AM | Address by the Chief Guest               | Smt. Mazel Ampareen Lyngdoh, Hon'ble Law Minister, Government of Meghalaya   |
| 11.20 AM – 11.30 PM | Vote of thanks                           | Mr. Debu Lyngdoh, Joint Secretary, Law Department, Government of Meghalaya   |
| 11.45 AM – 1 PM     | Lunch                                    |  |
| 1 PM onwards        | Commencement of the first module         |  |
| Time                | Session                                  | Name of the speaker  |
| 9.30 AM – 10 AM     | Snacks and tea/coffee                    |  |
| 10.00 AM – 10.05 AM | Welcome note                             | Mr. Rajib Nandi, Vice President, Capacity Development and Knowledge Management at Sambodhi Research and Communications Pvt. Ltd. |
| 10.05 AM – 10.10 AM | Memento Presentation to the dignitaries  |  |
| 10.10 AM – 10.20 AM | Address by the Special Guest             | Mr. Dharmendra Chandurkar, Chief Knowledge Officer, Sambodhi Research and Communications Pvt. Ltd                                |
| 10.20 AM – 10.30 AM | Address by the Director, MATI            | Mr. Ram Kumar S., IAS, Director, MATI, Government of Meghalaya   |
| 10.30 AM – 10.40 AM | Address by the secretary, Law Department | Mr. Cyril Diengdoh, IAS, Secretary, Law Department, Government of Meghalaya  |
| 10.40 AM – 11.10 AM | Address by the Keynote Speaker           | Prof. A K Shiva Kumar, Keynote Speaker   |
| 11.10 AM – 11.20 AM | Address by the Chief Guest               | Smt. Mazel Ampareen Lyngdoh, Hon'ble Law Minister, Government of Meghalaya   |
| 11.20 AM – 11.30 PM | Vote of thanks                           | Mr. Debu Lyngdoh, Joint Secretary, Law Department, Government of Meghalaya   |
| 11.45 AM – 1 PM     | Lunch                                    |  |
| 1 PM onwards        | Commencement of the first module         |  |

### Annexure 3: Structure of the course

| Sl. No.                            | Topic   | Time allotted              |
|------------------------------------|---|----------------------------|
| <b>Day 1</b>                       |   |                            |
|                                    | <b>Formal Launch of Capacity Building Program for the Officers of Government of Meghalaya</b>   | 10.00 – 12.30              |
| <i>Lunch Break (12.30 – 13.30)</i> |   |                            |
| 1                                  | Introduction to MEL: Understanding the distinction among Monitoring, Evaluation and Learning  | 13.30 - 14.00 (30 minutes) |
| 2                                  | Project cycle and locate MEL within a project cycle   | 14.00 – 15.00 (60 minute)  |
| <i>Tea Break (15.00 – 15.15)</i>   |   |                            |
| 3                                  | Role of MEL in policymaking and designing government programs   | 15.15 – 16.00 (45 minutes) |
| <b>Day 2</b>                       |   |                            |
| 4                                  | Stakeholder mapping in government programs  | 10.00 – 10.30 (30 minutes) |
| 5                                  | Fundamentals of Theory of Change and Results Framework  | 10.30 – 11.30 (60 minutes) |
| <i>Tea Break (11.30- 11.45)</i>    |   |                            |
| 6                                  | Exercise on building a Theory of Change and Results Framework   | 11.45 – 12.30 (45 minutes) |
| <i>Lunch Break (12.30 – 13.30)</i> |   |                            |
| 7                                  | Different research approaches and their strengths/weaknesses  | 13.30 – 14.15 (45 minutes) |
| 8                                  | Fundamental concept of Impact Evaluation  | 14.15 – 15.00 (45 minutes) |
| 9                                  | Developing evaluation questions and utilizing the OECD-DAC criteria   | 15.00 – 15.30 (30 minutes) |
| <i>Tea Break (15.30 – 15.45)</i>   |   |                            |
| 10                                 | The group will be divided into sub groups of 5 - so 4 groups if there are 20 participants and 6 if there are 30. Sambodhi will provide case studies for each group. | 15.45 – 16.30 (45 minutes) |
| <b>Day 3</b>                       |   |                            |
| 11                                 | Recap/Discussion on Day 1 and Day 2   | 10.00 – 10.15 (15 minutes) |
| 12                                 | A share out session for the sub groups to share out with the larger group what they have designed in the previous session   | 10.15 – 11.00 (45 minutes) |
| <i>Tea Break (11.00 – 11.15)</i>   |   |                            |
| 13                                 | Q & A   | 11.15 – 11.45 (30 minutes) |
| 14                                 | Closing remarks and reflections   | 11.45 – 12.00 (15 minutes) |

## **Annexure 4: Pen-profiles of the Facilitator's team**

### **Rajib Nandi, Vice President – Knowledge Management and Capacity Development at Sambodhi**

Rajib Nandi, Vice President – Knowledge Management & Capacity Development at Sambodhi Research, is a gender and capacity building expert with a Ph.D. in Sociology from Jawaharlal Nehru University, India. Over the course of last two decades, he has been involved in a plethora of research and evaluation projects around thematic areas of capacity building framework, gender transformative evaluations, women and girl empowerment, skill development, livelihood, sexual and reproductive health, gender inclusiveness at household level and workplace, and gender rights. Rajib has been working with various stakeholders including academic institutions, national governments, multi-lateral and bilateral funding organizations, UN organizations and civil society organizations in different parts of the world. He is the co-founder of Evaluation Community of India (ECOI) and a board member of Community of Evaluators, South Asia. He holds a Post Graduate certificate in the International Program for Development Evaluation Training from the University of Bern.

### **Kezia Yonzon, Assistant Vice President - Research at Sambodhi**

As Assistant Vice President - Research, Kezia leads diverse project teams to deliver innovative research and advice clients working in Public Health, Education, and Livelihoods. Kezia is passionate about data-driven decision-making and has successfully completed several studies in India, Cambodia, and Nepal. With ten years of experience, Kezia is the technical lead in designing and executing impact evaluations and applying mixed methods analytic approaches to inform policy decisions. She holds a master's degree from Tata Institute of Social Sciences, Mumbai.

### **Shikha Rana, Senior Manager - Research at Sambodhi**

Shikha, Senior Manager – Research at Sambodhi holds diverse research and evaluation experience in the development sector across different domains. She has mainly led and assisted in projects in fields of Maternal and Child Health, Nutrition, WASH, Child Rights, Sexual Abuse, Education and Disability. Her engagement has involved designing evaluations, project management, team management, trainings and capacity development, dissemination, and reporting for various multi-laterals, national and international for profit and civil society organizations. She is a postgraduate in Human Rights and Democratization from European Inter-University Centre for Human Rights and Democratization and holds a master's degree in social work from Tata Institute of Social Sciences, Mumbai.

### **Amartya Krishna Roy, Manager – Capacity Building at Sambodhi**

Amartya Krishna Roy, Manager – Capacity Building at Sambodhi has diverse professional experience in the development sector with a major focus on Capacity Building, Evidence based Policy Advocacy, Big Data and Visual Analytics, Monitoring & Evaluation and Mixed Method Research. Over the period of last few years, he has been involved in designing and implementing diverse capacity building projects of leading UN agencies, state governments and CSRs for a wide range of audience starting from IAS probationers; state, district and grassroots level government officials to the civil society practitioners and women, differently abled and transgender self-help groups around thematic areas of Monitoring & Evaluation, Data Science for Social Impact, sustainable development goals, gender mainstreaming in administration, livelihood & enterprise promotion, climate change adaptation and mitigation, child protection etc.

## Annexure 5: Selected Photos

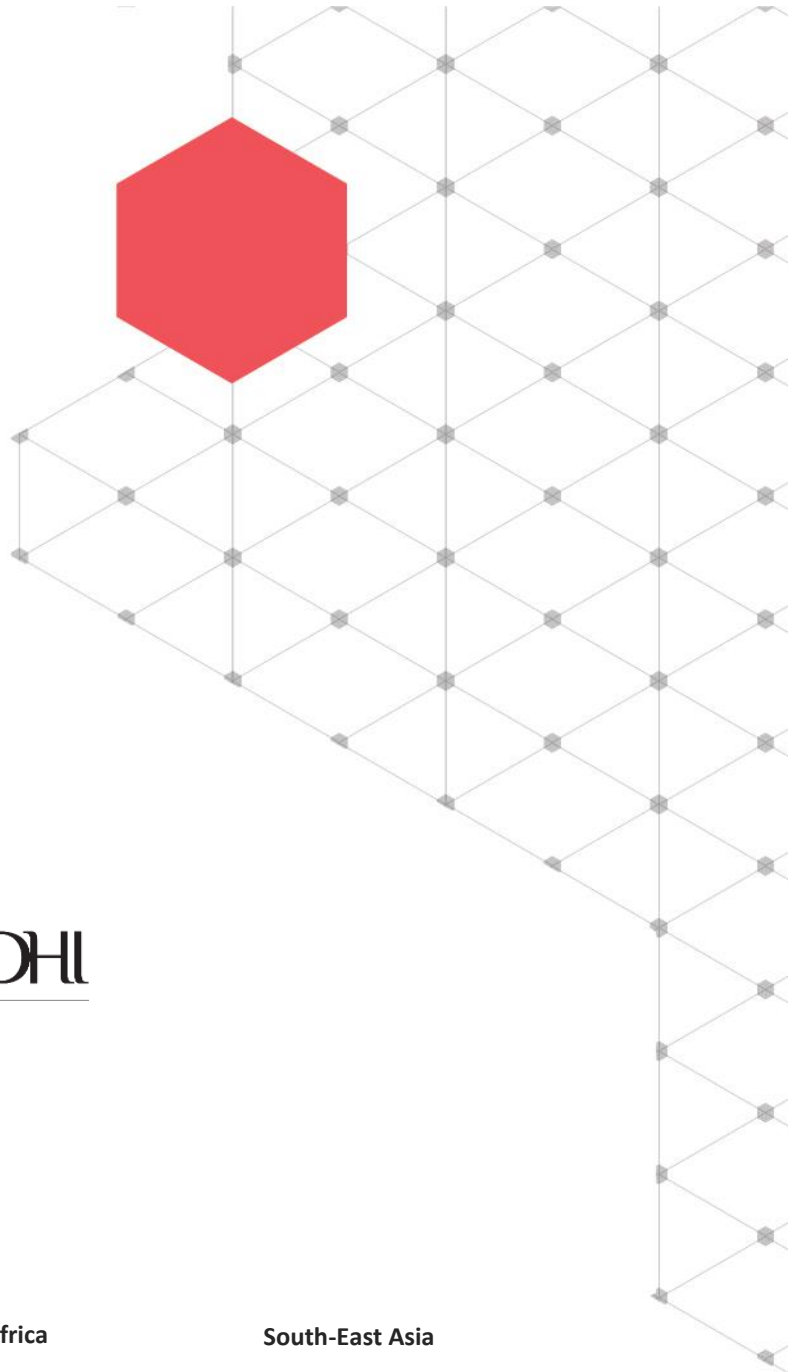


The keynote speaker addresses the gathering during the inauguration ceremony.



The facilitator demonstrates fundamentals of Monitoring, Evaluation and Learning to the participants.





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