



BILL & MELINDA
GATES *foundation*



**ONE-WEEK RESIDENTIAL TRAINING PROGRAMME
ON
MONITORING EVALUATION AND LEARNING (MEL) FOR
SENIOR IN-SERVICE GOVERNMENT OFFICERS**

18-23 JULY 2022

**ORGANIZED BY
DMEO IN COLLABORATION WITH
BMGF AND NILERD**

Background

As part of the larger developmental efforts, various schemes implemented and expenditures incurred by the Central and State governments in the social, economic, and infrastructure sectors directly touch the lives and livelihoods of the people. Converting these outlays into outcomes is a complex process that involves, inter-alia ensuring an effective monitoring mechanism and assessment of the impacts across various stages of the project cycle. Moreover, various policy changes, regulations of the government have profound and varied impact on different sections of the economy and society that need to be studied thoroughly and scientifically to understand the outcomes, in both the short and long run, intended and unintended. Monitoring, Evaluation, and Learning (MEL) contribute to systematically tracking and assessing the process, end results, and performance of a policy, programme, strategy to generate credible, reliable, and useful information for the implementing agencies and other stakeholders.

In India, the use of MEL by independent agencies has become an integral part of the administration and management of all schemes for higher efficacy, transparency, and impact. And hence, there has been an increasing thrust on building capacity for administering effective MEL systems. This requires a firm grip and understanding of not only the underlying concepts, tools and techniques but also the art of converting learnings into effective policies. The significance of MEL is further increased by recent emphasis on evidence-based policy-making and action thereby facilitating right interventions based on ground realities. Hence, the design, management, and execution of an effective MEL system is crucial for the success of a scheme and ultimate improvement in development and growth parameters.

Motivation for the Course

With the launch of Mission Karmayogi in 2020, India has embarked upon an ambitious plan of strengthening capacity of civil services with the aim of enhancing their skillsets and expertise in service delivery, programme implementation, and performing core governance functions. Under this, a detailed mapping of competencies will be undertaken by all Ministries/ Departments, integrated with life-long blended capacity building products. This new transition in the capacity building ecosystem of India provides a unique opportunity to design, develop, implement, and institutionalize high-quality MEL trainings to government officers across Central Ministries/ Departments and State governments. The motivation for designing this course is as follows:

- To design and implement India's first customized classroom training on MEL for in-service government officers across all States and Union Territories (UTs)
- To address the content and competency gaps for government officers in MEL aligned with the objectives of Mission Karmayogi

Objectives of the Programme

This training course on MEL aims to improve the competency of officers, working at different levels of centre and state governments, to design and execute successful monitoring and evaluation programmes in line with the acceptable global standards, utilise the findings of the exercise for better planning, and effective delivery of public services. The specific objectives are as below:

- Enhance existing institutional and individual capacities in the government to undertake MEL
- Improve awareness about principles and components of MEL system
- Sensitize participants about the importance of robust MEL systems in public service delivery
- Introduce participants to national and global standard practices of MEL
- Build capacity of participants to successfully plan, commission, and use MEL
- Enhance competency in using MEL data and results for decision-making

Expected Results from the Programme

At the end of the training, participants will:

- Gain better understanding of MEL concepts, principles, frameworks, and standards
- Gain deeper knowledge about MEL methods and their applications
- Acquire proficiency in the management of MEL system, including design, planning, commissioning, execution, and utilization of MEL to support decision-making
- Gain better understanding of quantitative and qualitative analysis of data, their interpretation and utilization for evidence-based policy decisions

Mode of the Programme

Residential, in-person, classroom course.

Facilitators

The facilitators for this training will comprise of a mix of senior experts and faculty members from NILERD, DMEO senior management and experts from its partner organizations, government stakeholders, and other Monitoring and Evaluation experts as required.

Content of the Course

The course will be divided into three modules. The modules to be subdivided into relevant topics and sub-topics-

- **Module 1: Monitoring Fundamentals:** Overview of monitoring function, tools, and approaches; Output-Outcome-Monitoring-Framework (OOMF); Indicators for performance measurement in a monitoring system.
- **Module 2: Evaluation fundamentals:** Fundamentals of evaluation approaches, frameworks, and designs; Concepts of attribution and contribution and its role in decision-making; When to monitor and when to evaluate?
- **Module 3: Brass tacks of evaluation design:** Preparing objectives, research questions, indicators, primary surveys, and sampling for evaluations.
- **Module 4: Administrative data and MEL cycle:** Developing effective MIS for tracking programme performance; Approaches for monitoring data quality; Introductions to the Data Governance Quality Index (DGQI)
- **Module 5: Commissioning and using evaluations:** Internal versus external evaluations; Process of commissioning evaluation; Preparing Terms of Reference and evidence utilization plan(s).

About DMEO

The Development Monitoring and Evaluation Office (DMEO) is an attached office of NITI Aayog. As the apex monitoring and evaluation (M&E) office in the country, DMEO supports the Government achieve the national development agenda through M&E of government policies and programs. Since its inception in 2015, the office aims to support rigorous, data-driven, citizen-centric, and outcomes-driven program management and policymaking.

DMEO has been mandated to actively monitor and evaluate the implementation of Government of India (GoI) programmes and initiatives so as to strengthen their implementation and scope of delivery on an ongoing basis. Additionally, DMEO undertakes evaluation of selected programmes/schemes, suo-moto or on the request of the Prime Minister's Office (PMO) or programme implementing Ministries/ Departments of the Government of India. Broadly, DMEO functions can be categorized into i) Monitoring, ii) Evaluation, and iii) Strategic Initiatives encompassing partnerships and capacity building.

To know more about DMEO, visit <https://dmeo.gov.in/>