VikasPatra

Volume 3 | October 2022

Technology in Monitoring and Evaluation at the Grassroots Level

Spotlight:
Global Indices for Reforms and Growth

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MESSAGE FROM CEO

India has witnessed a technology revolution over the last few years. Today, the Government of India, through its Ministries and Departments spends an amount to the tune of more than USD 200 billion on various Central Sector (CS) and Centrally Sponsored Schemes (CSS) schemes. With rapidly evolving governance needs and tremendous growth in data capabilities, it is imperative for governments to ride this transformative wave and link better data to policy design and implementation.

With the launch of the Digital India programme in 2015, technology has been used intensively for governance, citizen-government interfaces as well as data management and monitoring. The rapid ramp-up of Aadhaar, the national biometric digital identity programme, and its subsequent linkage to direct benefit transfers have reduced leakages and rent seeking. Today, 1.82 Lakh Gram Panchayats are connected to BharatNet Broadband connections, setting the stage for bottom-up transformation for effective governance.

However, the key to technology driven transformation doesn't lie in central directives alone, but in how this story unfolds in India's villages and rapidly growing cities, at the grassroots level and at the frontlines of development enabled by school teachers, womens' collectives, self-help groups as well as frontline workers.

In this context, the theme for this issue of the DMEO Newsletter, VikasPatra, is "technology for monitoring and evaluation at the grassroots level". The newsletter has been crafted to share current issues and ideas pertaining to monitoring and evaluation along with throwing light on the critical work being undertaken at DMEO. Given that DMEO's commitment is to strengthen the overall monitoring and evaluation ecosystem in the country, I hope that this newsletter will engage various stakeholders at the national and state levels and unlock knowledge which exists in silos by building synergies. I hope that this newsletter becomes a tool for cross-collaboration between DMEO and its partners in the monitoring and evaluation space.

I take this opportunity to appreciate and thank the newsletter team comprising Ms. Urvashi Prasad (Director), Ms. Anmol Narain (M&E Lead), Ms. Nikita Jain (Research Officer), Mr. Sumit Chandra (Young Professional) and Mr. Jitesh Rastogi (Young Professional) working under the overall guidance of Deputy Director General, Dr. Radha R. Ashrit for bringing out this version within the constraints of limited resources and notwithstanding heavy work pressure from other equally pressing engagements.

Param Iyer

Parameswaran Iyer
(CEO, NITI Aayog)

DMEO NEWS

I. Output-Outcome Monitoring Framework

The Output-Outcome Monitoring Framework (OOMF) exercise was entrusted to DMEO in mid-2017, and has since become an annual exercise and a regular part of DMEO's work. Its goal is to institutionalize outcome monitoring, to raise the equilibrium of line ministries of Government of India from tracking physical and financial progress, to closing the loop, and tracking the results of work done. Through the exercise, the office attempted to understand Government of India schemes, and develop measurable indicators for their outputs and outcomes.

Every year, the framework is being laid in Parliament along with Union Budget for four consecutive years

- Rule 54, GFR 2017 makes OOMF an integral process for ministries/ departments

- Annual compilation and monitoring

- 67 ministries/departments

- 500+ Central Sector and Centrally Sponsored Schemes

- INR 11+ lakh crore Annual Budget Outlay

- 5000+ output and outcome indicators tracked on dashboard through progress and compliance reports

Since 2020, annual review meetings of the OOMF of ministries/departments have been conducted under the chairpersonship of Vice Chairman and Members, NITI Aayog along with Secretaries of the concerned ministry/ department to primarily review (i) progress of Central Sector/Centrally Sponsored Schemes; (ii) monitor outcomes thereof especially towards achieving the National Development Agenda and Sustainable Development Goals, (iii) progress on actionable points pertaining to the OOMF Review Meetings, 2020. A total of 39 and 53 such review meetings have been

held during 2019-20 and 2020-21.

It has been DMEO's constant endeavor to improve the capacity of officials working at different level of governments. In this connection, a series of knowledge-sharing and capacity-building sessions have been conducted with various state governments and officials:

- A session on OOMF was conducted for Atal Bihari Vajpayee Institute of Good Governance and Policy fellows on 5th April 2022.

- Indian Audit and Accounts Services from National Academy of Audit and Accounts, Shimla on 24th May 2022.

- Lal Bahadur Shastri National Academy of Administration for in-service training of IAS officers on 3rd June 2022.

- A State Webinar on Output Outcome Budgeting - Odisha was conducted on 22nd June 2022.

- A Session on "Output Outcome Monitoring" for YASHADA Pune on 24th June 2022.

- A webinar on OOMF for scheme-division officials, Financial Advisers/Budget Divisions was conducted to discuss the alignment of budget decisions and monitoring of scheme progress, along with upcoming activities for the year for 67 ministries/departments on 4th July 2022.

- An OOMF session for senior government officers at National Institute of Labor Economics Research and Development on 18th July 2022.

- A capacity-building session was conducted for Level F officers at Institute of Secretariat Training and Management on 3rd August 2022.

- A session on Budget Management System conducted for Senior Officials of Government of Assam, along with National Institute of Public Finance and Policy on 1st Sept 2022.

- Shared the best practices of OOMF in a session for the Social Outcomes Conference, 2022 conducted by the Government Outcomes Lab, University of Oxford on 8th Sept 2022.

II. Data Governance Quality Index (DGQI)

- After the final DGQI 2.0 report cards for 74 Ministries/Departments (M/Ds) were shared in February, 2022, the DGQI dashboard was made available for use by M/Ds in March, 2022. M/Ds were requested to update responses to the self-assessment questionnaire and status of implementation of action plans as on 31st March, 2022.

- A webinar on DGQI Insights for States/UTs was held on 28th April, 2022. The session's objective was to disseminate learnings from the DGQI exercise over the last two years. A methodology toolkit for States' contextualization
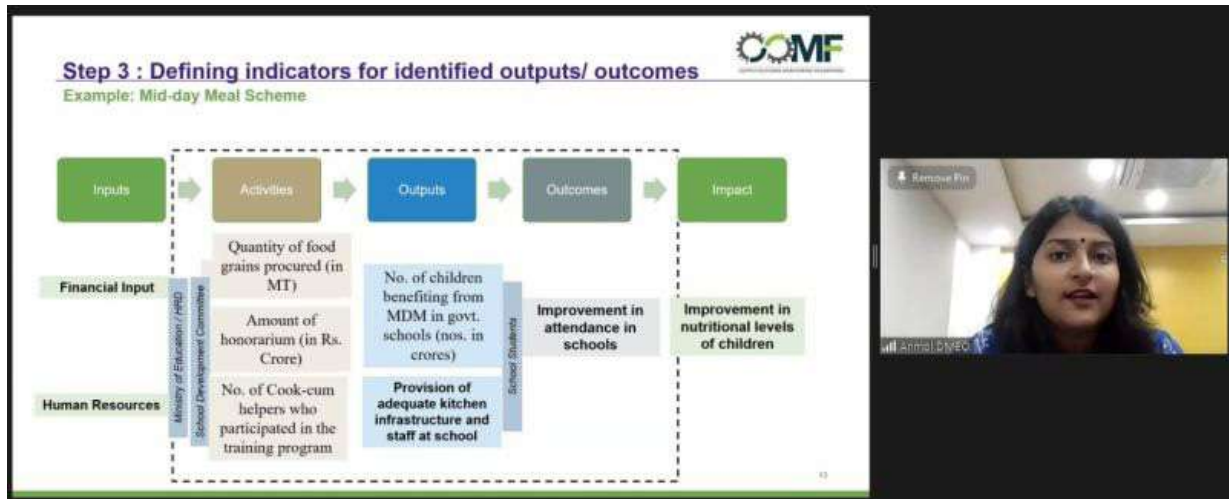
of DGQI was shared with all stakeholders.

- A training session on DGQI was organized for Indian Audit and Accounts Service officers. Similarly, a training session was organized for 180 IAS probationary Officers at Lal Bahadur Shastri National Academy of Administration (LBSNAA). DGQI also conducted a session as part of the 4th edition of annual gLOCAL Evaluation Week convened by the Global Evaluation Initiative.

- A compendium of Good Practices in Data Governance for M&E was published based on the responses received from Ministries/ Departments of the latest leg of the DGQI 2.0 exercise.

III. Engagement with States/UTs

1. DMEO collaborated with Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis (AIGGPA), Government of Madhya Pradesh for imparting training in monitoring and evaluation to 52 Research Associates recruited under the Chief Minister's Young Professional Development Programme (CMYPDP). The training programme sensitized the young officers about the policy initiatives undertaken by NITI Aayog, the monitoring initiatives undertaken by DMEO as well as the fundamentals of evaluation and its methodologies. The trainings were undertaken by experts from DMEO, NITI Aayog, World Food Programme, and Sambodhi.

2. A training on output-outcome based monitoring was conducted in collaboration with the Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune for Regional Joint Directors and Joint Directors from the Planning Department and Directorate of Economics and Statistics, Government of Maharashtra.

3. A week-long residential training programme on Monitoring Evaluation and Learning (MEL) was conducted at National Institute of Labour Economics Research and Development (NILERD), in collaboration with the Bill and Melinda Gates Foundation. The programme sought to strengthen the existing knowledge base on good monitoring and evaluation (M&E) practices in States/ UTs. The training was attended by 31 in-service senior officers (director and above) across 17 State governments, from the State Planning Departments. The training was structured in line with Mission Karmayogi.

4. Two virtual capacity building sessions for district-level officers of Uttarakhand were conducted by the DMEO team as part of the training programme on "Convergence in Welfare schemes and their Monitoring and Evaluation" by Dr. R. S. Tolia Uttarakhand Academy of Administration, Nainital in collaboration with the Department of Personnel & Training. The session on 'Basics of M&E' elaborated on the results chain, logframe approach and types of evaluations, while the other session on 'Tools and Techniques for Monitoring and Evaluation' shed light on how flagship projects such as Output Outcome Monitoring Framework (OOMF) and Data Governance Quality Index (DGQI) can be contextualized at the district level.

5. Following this, an in-person three day capacity building session on Monitoring,
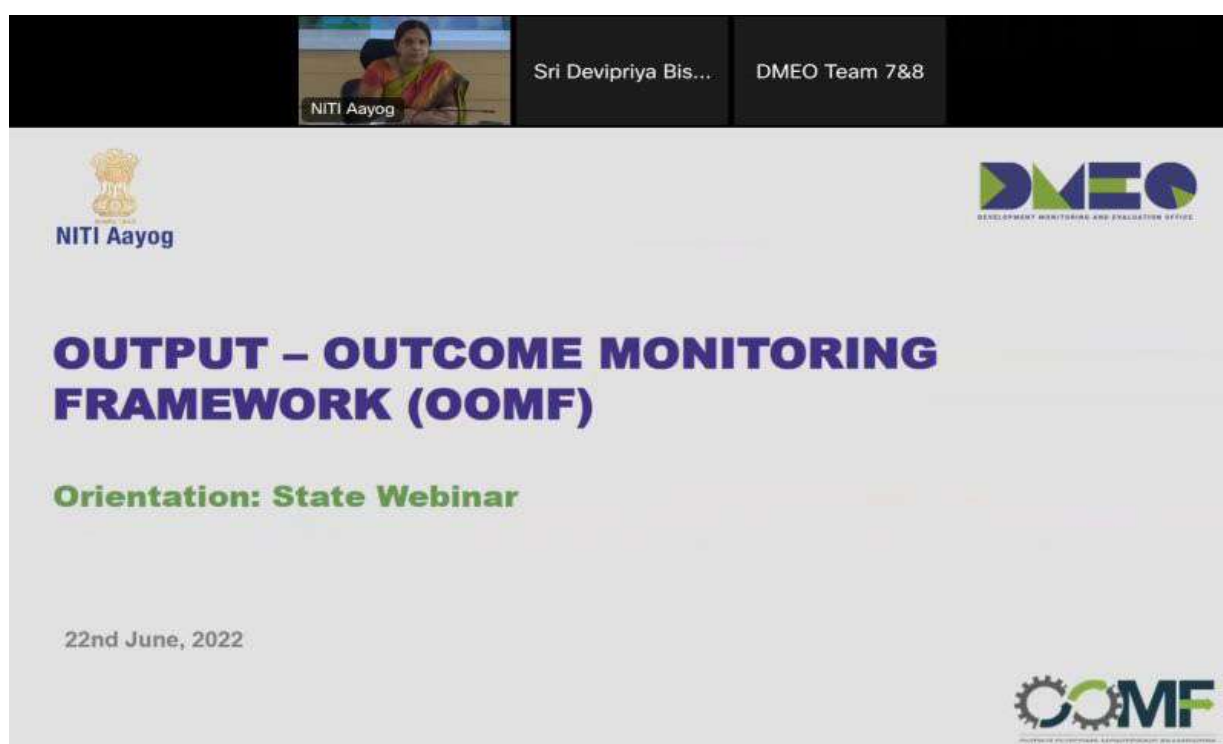
Evaluation and Learning was held by the DMEO team in Dehradun, Uttarakhand for district and state level officials of the Government of Uttarakhand in collaboration with the Centre for Public Policy and Good Governance (CPPGG) from 17th to 19th October 2022.

6. The DMEO team visited Meghalaya to conduct a workshop on implementation of 'Granular Performance Monitoring Framework'. This was a follow up to the state evaluation diagnostic report prepared by DMEO. The workshop was attended by 20 state officials from Planning, Finance, Health, and Rural Development, among other departments. During the workshop, a discussion was held to identify the districts wherein the framework would be launched. This workshop was followed by a visit to West Khasi Hills and Eastern West Khasi Hills of Meghalaya; the probable district for the pilot. During the visit, DMEO along with the Bill & Melinda Gates Foundation and Government of Meghalaya also conducted a 2-day Evaluation Summer School Workshop. The workshop was focused on understanding Problem-Driven Iterative Adaptation (PDIA) framework and the process of implementing the Monitoring & Evaluation (M&E) framework.

7. DMEO, in collaboration with the Ministry of Development of North Eastern Region and UNICEF, organized a Roundtable Discussion with senior representatives from all north eastern states in Guwahati. The overarching objective of the Roundtable was to initiate a dialogue and enable interstate learning towards building robust monitoring and evaluation systems in the North Eastern region to accelerate the pace of socioeconomic development. Sessions on the Aspirational Districts Programme from monitoring lens, global evidence to strengthen the evaluation systems by Dr Gonzalo Hernández, Evaluation Specialist, UNICEF, insights from the Evaluation Diagnostic Tool exercise of DMEO, and strategizing for strengthening M&E ecosystem in states were included.

8. DMEO launched a new series of web-based roundtables with States. In the first We'bound series, the availability, capacity, and role of knowledge

partners was explored based on their presence and strengths in each State and sectoral expertise. It helped to catalyze a dialogue for collaborative action for strengthening and mainstreaming M&E in States/UTs by focusing on exploring the availability, capacity and role of knowledge partners based on their presence, strength, and sectoral expertise.

9. DMEO organized 5 webinars for State Governments for knowledge dissemination and sharing best practices.

   a. A webinar was organized to provide insights on the CM Dashboard of Gujarat and its importance in improving the monitoring systems in the State. The presentation was made by the Chief Minister's Office, Government of Gujarat.

   b. DMEO organized a webinar for States/UT wherein the Finance Department of Government of Odisha shed light on the Budget Estimation Technique Automation (BETA) technique for outcome budgeting and their experience thus far. The process flow, stakeholder involvement and snapshots of the online outcome budget in the BETA version were discussed during the presentation. Outcome oriented budgeting and OOMF were also discussed.

   c. A webinar to discuss and disseminate the findings of the Behavior Change Thematic Report (a joint publication of DMEO and the Behavioral Insights Unit, NITI Aayog) was organized for State officials. The Behavior Change thematic study was a systematic review of behavior change approaches adopted by Central Sector and Centrally Sponsored Schemes.

   d. DMEO, through the 'Social Protection Webinar Series' aims to share the

best practices on social protection architectures from Indian states and across the world. The first in this series was organized to provide insights on the "Kutumba" project of the Government of Karnataka, which serves as an integrated platform for the creation of unique Family IDs for all residents of Karnataka to optimize scheme delivery.

e. A webinar on the "Insights from the Data Governance Quality Index (DGQI) exercise" was organized for States/UTs. The session's objective was to disseminate learnings from conducting the DGQI exercise over the last two years. The webinar also covered how States can customize the DGQI questionnaire and its components to measure the data maturity of their own administrative data systems and use this measurement to drive necessary reforms.

IV. Global Indices to Drive Reforms and Growth (GIRG)

DMEO, NITI Aayog continued to support the Cabinet Secretariat in the initiative for adoption of 30 identified Global Indices to Drive Reforms and Growth. In this regard, a concept note was prepared by DMEO for the Prime Minister's Office and a round of meetings was chaired by the Cabinet Secretary during the months of July and August.

These meetings focused on assessing the progress made by nodal and line ministries for various indices and it was decided that the India Index is to be formulated with state wise rankings for driving competition among states.

Further, a final review meeting of all indices was held on 18th August 2022, chaired by the Cabinet Secretary. In this meeting it was recommended that all identified Global Indices should continue to be tracked closely by the nodal ministries and departments with a focus on improving India's rank. It was also decided that CEO, NITI Aayog and Member, Economic Advisory Council to the Prime Minister will examine issues related to the credibility of some of the index publishing agencies and make suitable recommendations. Nodal ministries and departments will be expected to finalize the India indices and develop a framework expeditiously for ranking states on their respective indices, wherever relevant.

V. Partnerships and Capacity Building

a. Interactive brown bag sessions were organized with national and international experts in different sectors:

• **"How satellite imagery, big data, and AI are helping to monitor the world's carbon emissions" by Gavin, Climate Trace Coalition:** Mr. Gavin McCormick, the co-founder of the Climate TRACE coalition, gave an overview to NITI Aayog on using satellite imagery, big data and Artificial Intelligence to monitor and transparently report human-caused carbon emissions. The presentation included a background to Climate TRACE, details of data and methodologies used to generate global emissions data, and the vision for the future.

• **"Design Evaluations" by Gonzalo Hernández Licona, Expert for**

Country-Led evaluations working for UNICEF*: A brown bag session on the importance of the (programmes) design evaluation, as part of the evaluation tools in a country's monitoring and evaluation systems was organized. The importance of design evaluations hinges on the idea that it is crucial to assess, even before impact or process evaluations, if the design of the programme (scheme) is logical and has the potential to achieve results.

- **"National Data Systems for results for Children" by UNICEF:** Mr. Mark Hereward, Chief Data Officer, UNICEF presented their global strategy for supporting national data systems in the context of initiatives related to children. The topics included the power of data to improve the outcomes of children, data quality frameworks, building a data culture and creating resilient national data systems.

- **"Problem Driven Iterative Adaptation" by Michael Woolcock, Lead Social Scientist in World Bank's Development Research Group:** The DMEO team interacted with Michael Woolcock. The discussion focused on using case studies in national level evaluations and building state capabilities. The advantages and limits of using case studies as a methodology for evaluations, how case studies can be used to add to findings, generalizability of case studies, etc. were covered. Further, Problem Driven Iterative Adaptation, a process that empowers people working in governments to find and fit solutions to the problems they face in the area of developing capabilities, was discussed.

- **Webinar on findings of NSS 77th Round Survey**: For internal capacity building and knowledge sharing, a webinar was organized on survey tools, methodology, and findings of the NSS 77th Round Survey on (i) All India Debt and Investment Survey and (ii) Situation Assessment Survey.

b. **gLOCAL Evaluation Week**: DMEO hosted six events in the fourth edition of the annual gLOCAL Evaluation Week, a global monitoring and evaluation knowledge-sharing movement convened by the Global Evaluation Initiative. This year's events are based on gLOCAL's overarching theme - "EvalEvolve: The Evolution of M&E in the 21st Century". It was organized with the support of DMEO partners such as Jameel Poverty Action Lab, World Food Programme and Asia Pacific Evaluation Association.

c. **Statement of Intent signed with the Capacity Building Commission**: DMEO and Capacity Building Commission (CBC) signed a Statement of Intent (SoI) on enhancing the execution capacity of the Indian Government by radically improving the Government's human resource management practices and augmenting the capacity of India's 25 million civil servants. The SoI was signed by Mr. Antony Cyriac, Director General, DMEO and Mr. Hemang Jani, Secretary, CBC, in the presence of NITI Aayog Vice Chairman Suman Bery, and Adil Zainulbhai, Chairman, CBC. The SoI has been signed with the intent to create optimal learning opportunities for civil servants wherein DMEO and CBC will jointly develop courses in the domain of monitoring and evaluation. Further,

this partnership will focus on developing the M&E competency framework and mapping M&E roles and activities for officers working across India.

d. **5th Partners Meet and Roundtable:** DMEO organized the 5th Development Partners' Meet: Roundtable on Transformation of Monitoring and Evaluation Capacities in States. The meeting was intended to apprise DMEO's development partners of the progress on various activities and to share areas for collaboration to strengthen the M&E ecosystem in India. For this year's meet, we were joined by economist and distinguished scholar Dr. Gonzalo Hernández Licona - Director of the Multidimensional Poverty Peer Network (MPPN-OPHI) and an expert for country-led evaluations with UNICEF. A panel discussion on 'Transformation of Monitoring and Evaluation Capacities in States' was organized.

1. Key Publications

DMEO has published thematic reports on six topics since April, 2022.

1. "**A Review of Application of IT & Technology in Government Schemes**" reviews the global and India's technology landscape and develops a gap analysis framework based on the data life cycle and the questions incorporated in the Centrally Sponsored Schemes evaluation study reports related to technology used for assessing the performance of schemes, Sectors and Ministries/Departments.

2. "**Accountability & Transparency in Governance**" highlights the need for granular information on key projects in the public domain through Management Information Systems as well as significance of utilizing mechanisms like Direct Benefit Transfer, Public Financial Management Systems, Geographical Information System, social audits etc.

3. **"Research & Development in Governance"** seeks to identify and explain the need for innovation and Research and Development, elaborate on the findings for Research and Development from the UCSS Evaluations at sector and scheme level, the availability of research institutes dedicated for Research and Development in the country and elucidate the issues and challenges faced in undertaking Research & Development through qualitative and quantitative analysis of secondary literature.

4. "**Gender Mainstreaming in Governance**" assesses gender mainstreaming across sectors by looking at their performance on various parameters, viz. inclusiveness in scheme design, the practice of gender budgeting, inclusion of transgenders, capacity building, awareness activities for women/transgender, direct impact of provisions and availability of gender-disaggregated data.

5. "**Behavior Change in Governance**" identifies behavior change approaches currently being adopted by the Government of India and the areas of opportunities it leaves for policymaking in India to integrate behavioral science in a more rigorous manner.

6. "**Convergence: Unlocking Synergies with Other Government Programs**" looks at the current approaches, achievements, and challenges at the sector and institutional levels and explores future pathways to unlock synergies.
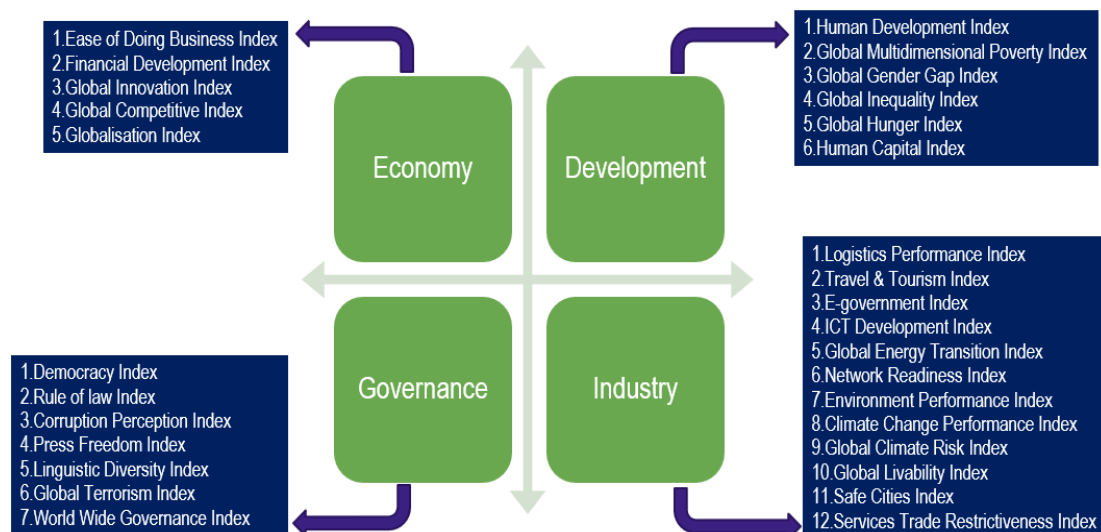
These reports are an outcome of the thematic assessment of different cross-sectional themes across all the Centrally Sponsored Schemes, which were evaluated between April, 2019 and February, 2021 under 10 Sectors.

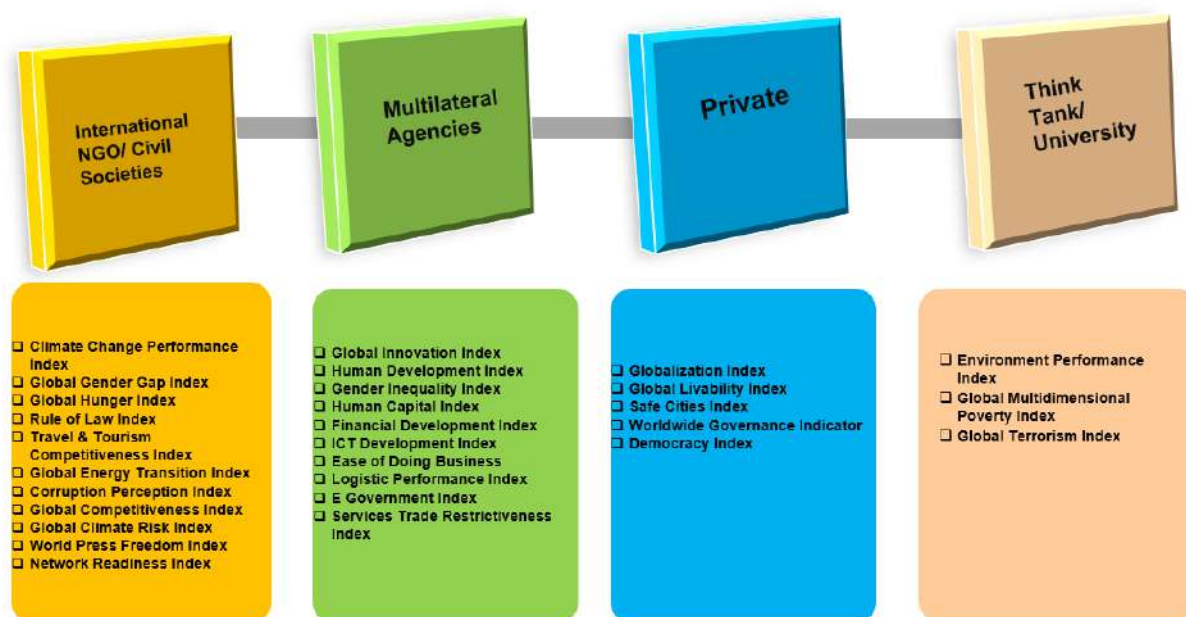# GLOBAL INDICES TO DRIVE REFORMS AND GROWTH

BACKGROUND AND OVERVIEW

30 Global Indices

19 Nodal M/Ds

46 Line Ministries/ Departments

~ 3000 parameters

GIRG
Global Indices for Reforms & Growth

Review Nodal/ Line Ministries/ Departments and States/UTs on performance on identified parameters in the corresponding India Index and assign ranks through the GIRG dashboard.

Help M/Ds in achieving desired impacts, SDGs and contribute to National Development Agenda.

Ensuring focused attention on poorly performing States/Districts.

Simplify Government procedures, processes and amend laws.

Enhance citizen service delivery at the last mile and enhance ease of living.

30 Global Indices: 4 Themes

Economy
1. Ease of Doing Business Index
2. Financial Development Index
3. Global Innovation Index
4. Global Competitive Index
5. Globalisation Index

Development
1. Human Development Index
2. Global Multidimensional Poverty Index
3. Global Gender Gap Index
4. Global Inequality Index
5. Global Hunger Index
6. Human Capital Index

Governance
1. Democracy Index
2. Rule of law Index
3. Corruption Perception Index
4. Press Freedom Index
5. Linguistic Diversity Index
6. Global Terrorism Index
7. World Wide Governance Index

Industry
1. Logistics Performance Index
2. Travel & Tourism Index
3. E-government Index
4. ICT Development Index
5. Global Energy Transition Index
6. Network Readiness Index
7. Environment Performance Index
8. Climate Change Performance Index
9. Global Climate Risk Index
10. Global Livability Index
11. Safe Cities Index
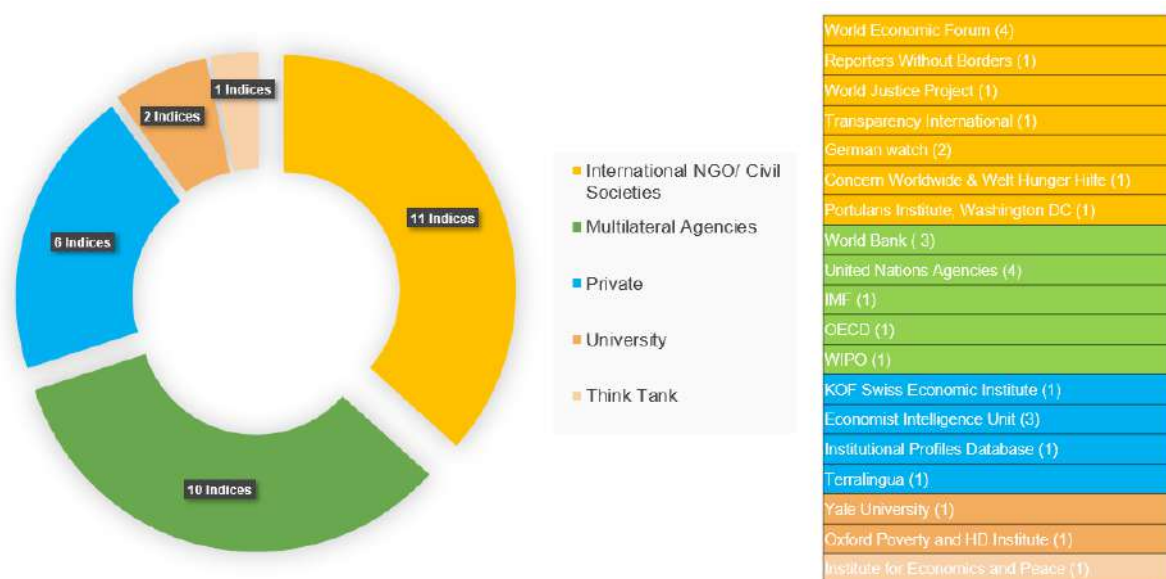12. Services Trade Restrictiveness Index

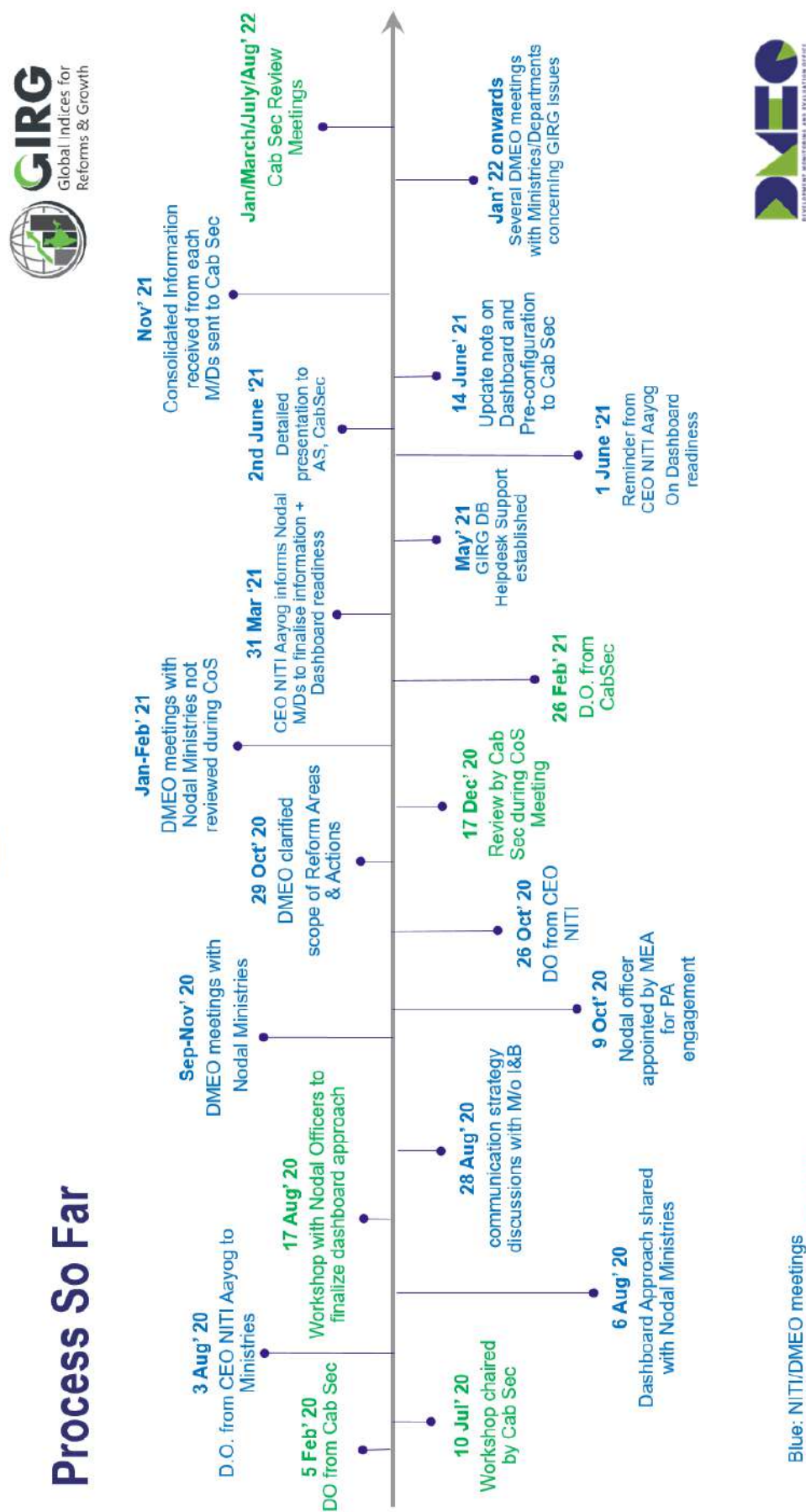## Classification Of 30 Global Indices : Publishing Agencies

30 Global Indices: 19 Publishing Agencies

The GIRG exercise has been initiated by the Cabinet Secretariat. DMEO, NITI Aayog acts as the knowledge partner and also monitors the progress of all indices. DMEO has also prepared a dashboard for tracking the performance of all agencies involved in this task.
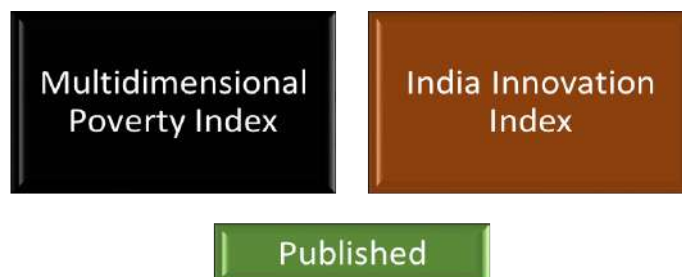
DMEO, NITI Aayog has been entrusted with this critical project, which gives the opportunity to collaborate across M/Ds, states and also publishing agencies.

The timeline of the GIRG project so far is as below:

Process So Far

GIRG
Global Indices for
Reforms & Growth

5 Feb' 20
DO from Cab Sec

10 Jul' 20
Workshop chaired by Cab Sec

3 Aug' 20
D.O. from CEO NITI Aayog to Ministries

17 Aug' 20
Workshop with Nodal Officers to finalize dashboard approach

6 Aug' 20
Dashboard Approach shared with Nodal Ministries

Sep-Nov' 20
DMEO meetings with Nodal Ministries

28 Aug' 20
communication strategy discussions with M/o I&B

9 Oct' 20
Nodal officer appointed by MEA for PA engagement

29 Oct' 20
DMEO clarified scope of Reform Areas & Actions

26 Oct' 20
DO from CEO NITI

Jan-Feb' 21
DMEO meetings with Nodal Ministries not reviewed during CoS

17 Dec' 20
Review by Cab Sec during CoS Meeting

31 Mar '21
CEO NITI Aayog informs Nodal M/Ds to finalise information + Dashboard readiness

26 Feb' 21
D.O. from CabSec

Nov' 21
Consolidated Information received from each M/Ds sent to Cab Sec

2nd June '21
Detailed presentation to AS, CabSec

May' 21
GIRG DB Helpdesk Support established

Jan/March/July/Aug' 22
Cab Sec Review Meetings

14 June' 21
Update note on Dashboard and Pre-configuration to Cab Sec

1 June '21
Reminder from CEO NITI Aayog On Dashboard readiness

Jan' 22 onwards
Several DMEO meetings with Ministries/Departments concerning GIRG issues

DMEO
DEVELOPMENT MONITORING AND EVALUATION OFFICE

Blue: NITI/DMEO meetings
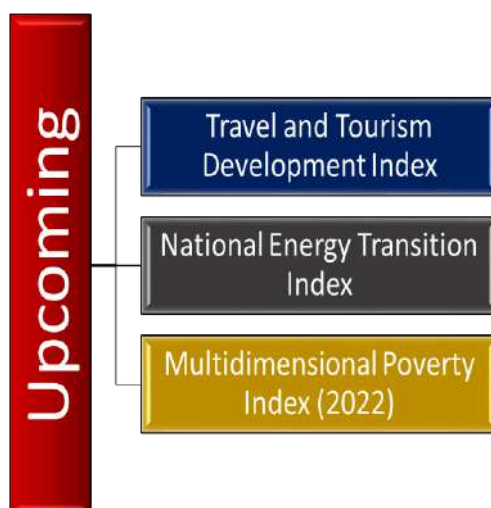Green: Cab Sec Meetings/Workshops

Next in Line for GIRG

At the India Index level, two indices have been published by NITI Aayog i.e., Multidimensional Poverty Index and India Innovation Index.

For the year 2022, Travel and Tourism Development Index, National Energy Transition Index and Multidimensional Poverty Index are at an advanced stage of development.

SPECIAL ARTICLE

Use of geospatial technology for better planning, monitoring and evaluation practices

Fatima Mumtaz
Young Professional, DMEO

Ashish Desai
Director, DMEO

With the advent of information technology, geospatial [1] data has evolved into a common language for more than seven billion people all over the world in just 50 years (Non-Executive Think Tank on National Geospatial Strategy for New India, n.d.). The continuous growth in digital infrastructure and digital technology ecosystem of Artificial Intelligence, Internet of Things (IoT), Big Data, and Cloud is further accelerating the geospatial industry's global reach and contribution mainly through offerings such as analytics, navigation, mobility, map and data.

As geospatial information is becoming an integral part of the digital ecosystem, it has gained high importance in economic, social and environmental opportunities for sustainable growth and development (Journals of India, 2021). Leveraging GIS based decision-making for planning, e-governance and better utilization of resources is an important component identified under the Digital India initiative to realize its vision to transform India into a digitally empowered society and knowledge economy (Digital India, 2020).

The use of satellite information for disaster management was one of the first internationally agreed uses of geospatial data (UNESCAP, 2016). The Future We Want, the declaration of the UN Conference on Sustainable Development, in its paragraph No. 187, recognizes "the importance of comprehensive hazard and risk assessments, and knowledge and information sharing, including reliable geospatial information". (United Nations, n.d.). The National Remote Sensing Centre, through Bhuvan, has significantly worked in this domain by developing early warning, near real time monitoring, damage assessment and other important applications to manage floods, cyclones, landslides, earthquakes, forest fires and droughts (Bhuvan, n.d.).
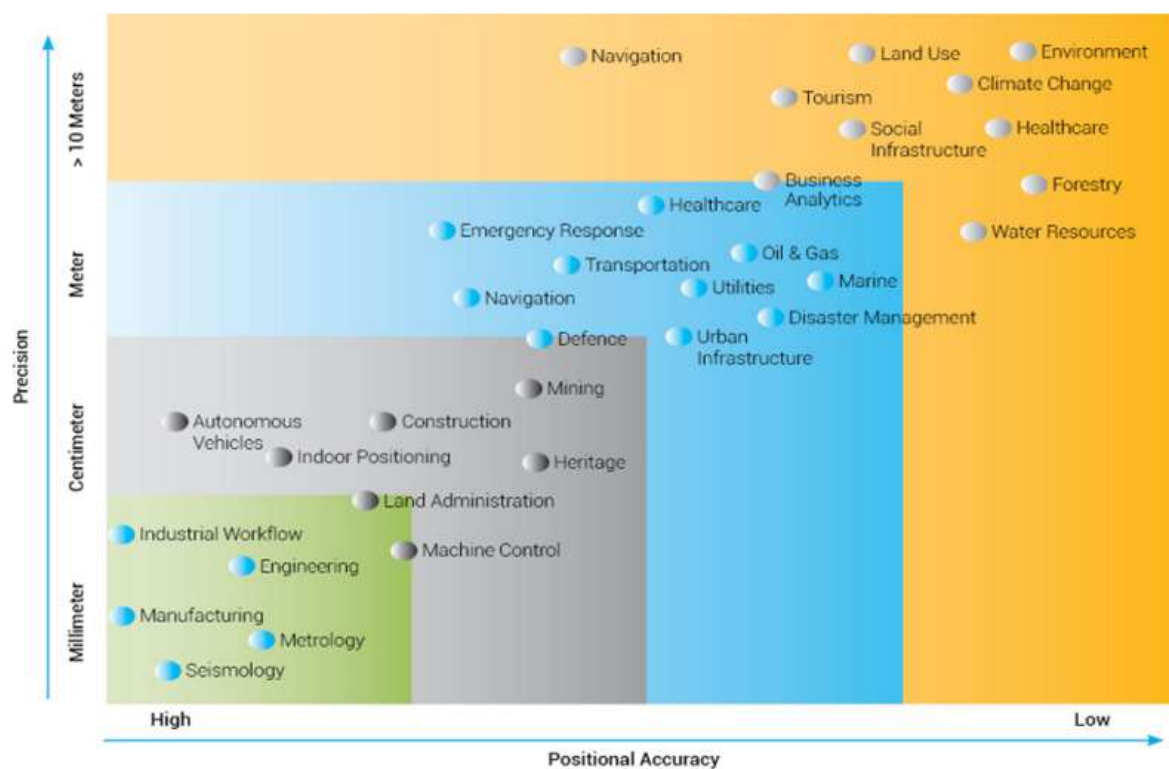
Availability of reliable geospatial information also enables policymakers to optimize the planning process of schemes/programmes with enhanced understanding on the requirements/gaps that exist on the ground (World Bank, 2019). As part of the PM Gati Shakti programme, geospatial data of different sectors sourced from different union government ministries and departments is being layered on India's map to enable integrated planning and coordinated implementation of infrastructure connectivity projects. The use of geospatial data in this regard is an important step to ensure last mile connectivity of infrastructure (PM Gati Shakti, 2022). This aspirational project is being developed by BISAG-N (Bhaskaracharya National Institute for Space Applications and Geoinformatics), yet another effort of the Government of India to embed the use of geo-spatial technologies in the workings of the government. BISAG-N serves by developing custom applications and building capacities of its clients. It has so far implemented more than 500 projects across 29+ central ministry agents and 19+ states/UTs (BISAG-N, 2022).

In scheme/programme implementation, location data coupled with other types of data like survey, administrative and unconventional data can enable efficient resource allocation for better service delivery. In the monitoring and evaluation of schemes/programmes, analysis of geospatial data provides a cost-effective solution to complement traditional data collection methods to gain better insights for course correction (UNITAR, n.d.). The first central government scheme that adopted geo-tagging was MGNREGA to monitor the assets created under the scheme on a real-time basis. The necessity for geo-tagging came from the observation that the assets created under the programme were not long-lasting, resulting in the creation of the same asset over and over again. Since then, geo-tagging has been adopted by multiple schemes. Currently, the Bhuvan portal hosts more than 20 ministry portals and 30 state portals in addition to providing support for the government's flagship programmes such as Integrated Watershed Development Program, National Mission for Clean Ganga, Atal Mission for Rejuvenation and Urban Transformation (AMRUT), etc. to host their geospatial data in the public domain as information layers for the purposes of visualization and analysis. (DMEO, 2022)

Further, there is potential to utilize geo-spatial data, coupled with other data sources, to implement and monitor progress on the SDGs (Avtar, R., Aggarwal, R., Kharrazi, A. et al., 2019). One such initiative is being undertaken by GIZ India under the Indo-German Development Cooperation. A GIS-based portal is being developed for the city of Kochi for monitoring the progress of UN-SDGs with spatial indicators (GIZ India, 2021). Also, in recent years, night lights and remote sensing data is being explored to estimate the economic growth of a country.

Going forward, with the rising demand for geospatial data, the key to adoption of any geospatial service would be data quality and precision. With the enhancement of scope of adoption of use of geo-spatial data from mainstream users like defense, land, water, forest resources etc. to sectors like manufacturing, construction, transport, agriculture, supply chain etc., a shift from position to precision would be key for any geospatial service for sustenance (Non-Executive Think Tank on National Geospatial Strategy for New India, n.d.). With the Government of India taking active steps to further indigenous innovation in map technologies in spirit of 'Atmanirbhar Bharat', through liberalization of the regulations that apply to geo-spatial data and map technology (Ministry of Science & Technology, 2021), it is expected that not long from now, Indian start-ups and companies will weave the geospatial revolution in India.

Figure 1: Resolutions and accuracies a requisite for different applications (Non-Executive Think Tank on National Geospatial Strategy for New India, n.d.)

[1] Geospatial data is data in which location information (i.e., earth coordinates) is associated with objects, events, or phenomena. It combines the location information, the characteristics of the object/event/ phenomena concerned, and often also the time at which the location and attributes exist (Kristin S, Hans G, 2016).

WHAT'S NEW IN MONITORING & EVALUATION (M&E)

1. OPEN-SOURCE TOOLS AND TECHNOLOGY IN M&E

- **Free Tool for Gender Analysis of Programs**

Gender is an important topic in development and policy. Most funders ask you to explain how your project will address issues related to gender, and it can be difficult to know how to address that part of the proposal unless you've done a gender analysis. There are many different tools available for doing gender analysis. Common ones include the Harvard analytical framework and the Moser gender analysis framework. There are also specific tools for gender analysis in health, food security, and even fisheries. However, many of these tools are quite detailed and technical. They can be hard to apply to small projects – particularly if you're not a gender specialist. The Gender Analysis Tools from the Vibrant Communities Gender and Poverty Project take the essence of all these complex frameworks and reduce them to some basic steps. The toolkit was created for poverty reduction programs, but it could work equally well on most other projects

- **Want to Visualize Progress in a Better Way?**

Do you ever wish you could present an interactive map showing the results of your scheme or program, rather than just a typical report or PowerPoint presentation? Well, now you can. Tableau Public is a free tool that allows anyone to create interactive charts and maps to see some examples of what's possible check out the Tableau Public Gallery and Viz of the Day.

- **Want Live Interactive Results in Presentations?**

Do you wish to engage a sleepy audience during a training, webinar, lecture or a typical PPT meeting showcasing program results? Instead of only using the PPT deck, try using the free version of MentiMeter which allows live word clouds, polls, Q&A sessions to engage your audience and keep them involved.

- **Want to Develop a Theory of Change?**
  A Theory of Change describes how and why you think change happens. In simple terms, it's like completing the sentence "if we do X then Y will change because…". This is particularly important in development programs because people often have underlying assumptions or beliefs about change that may not be accurate. For example, people often assume that increased knowledge will lead to a change in behaviour, although this is rarely the case. TOCO is an online application that allows you to create a Theory of Change diagram. The software is free and accessed directly through the website, so you don't need to download and install it (but you do need an internet connection). Similar products such as DoView, can help keep your Theory of Change diagram neat and tidy. However, using regular office software to create diagrams is just always an option.

2.   RECENT REPORTS, STUDIES AND ARTICLES

Swashakt: A framework for examining women's economic empowerment in collective enterprises

Swashakt is 3ie's initiative to enhance women's empowerment and analyze women's collective enterprise. It covers 6,900 women from 480 villages of 10 Indian states It uses an M&E framework based on the concept of power of women in relation to men, states, markets, institutions and even in relation to other women. Within this approach, a decline in unequal power relations is considered to be a positive change in empowerment. This power framework suggests four dimensions to measure empowerment i.e., "Power within", "Power to", "Power over" and "Power with". Interventions include the formation of women empowerment collectives, trainings, infrastructure development, use of technology, institutional and market linkages, and product innovation, among others. Read more here.

The benefit of capacity building for local governance

Blog by Creating Learning Opportunities for Public Officials (CLOP)

The success of public policy schemes depends upon the capacities of public officials to   understand their roles, attitude, skills and knowledge. There are programmes like i-GOT Karmayogi and trainings for ASHA workers which contribute to the effective delivery of public services. The mission "Mission Karmayogi (civil servant capacity building programme)" came into the picture to build required competencies.As part of the capacity building objective under this mission, integrated online training has been set up to enable targeted and personalized learning for all. These programs have the potential to enhance the execution capabilities of frontline workers and effective long-term local governance. These competency-driven capacity building approaches not only help frontline workers to reach their potential but may help enhance their productivity. Therefore, authors argue for the need to strengthen capacity building programmes for improved public sector performance. Read more here.

Developing a monitoring and evaluation framework in a humanitarian non-profit organization using Agile methodology

Research of Leanne M.Kelly, Julia Goodall, Lairem Lombardi, published in Emerald Insight

This paper advocates an Agile framework in designing M&E measures. Agile is a project management philosophy with specific principles and values which can be applied to many methodologies. Results demonstrate that the Agile methodology for creating M&E frameworks is effective even in fluctuating and uncertain environments. Agile project management can solve complex problems, particularly emergencies like disasters and rapid situation transformation. Compared to traditional project management the key principle of Agile includes a stronger emphasis on collaboration and consultation, identifying gaps in data collection. It moves from top-down rigidity towards empowering and context-sensitive practices. More can be read here.

ESTEEM CORNER*

1. **Yashaswini Saraswat (Assistant Director) and Tanvi Bramhe (Economic Officer)**
   for doing an exceptional job leading the first one-week residential training for senior government officers organized at NILERD in July 2022 in collaboration with BMGF. Thanks to their dedication and diligence, the training programme went smoothly with high engagement and appreciation from all participants.

2. **Nicole Almeida (Young Professional)**
   for ensuring that capacity building for DMEO staff stays on track through regular brown bag sessions, and training programmes with partners like J-PAL. It is amazing how she manages to balance her multiple work priorities calmly and with a smile on her face, giving her best to everything she works on.

* Based on nominations by DMEO Senior Team

3. **Simar Kaur (Young Professional)** for her commitment towards making DMEO a great place to work. She single-handedly developed and led the second edition of the employee engagement survey, the findings of which were presented to the senior team at DMEO.

4. **Manoj Kumar (Economic Investigator)** for the launch of e-Requisition system, an important initiative for improving administrative efficiency. He proactively took up this project, engaging with NIC for development to deliver the platform within a short span of time.

5. **Subarna Sindhu Babu (Young Professional) and Sumit Chandra (Young Professional)** for taking initiative and supporting the GIRG team during the Cabinet Secretariat review meetings.

6. **Sonal Garg (Young Professional)** has performed extremely well in the evaluation work related to the Commodity Boards and the process evaluation of rice fortification programme of Government of India. She coordinated the studies brilliantly and ensured preparation of high-quality reports. She also helped DMEO team with technical queries to get DGQI data smoothly filled from Ministries/ Departments on the first phase of the portal during Aug-Sept.

To know more about DMEO functioning and updates, please visit
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Got feedback? We'd love to hear from you!
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