

# Evaluation Association of Bhutan

## Report on the Five Day Training Workshop on Development Evaluation

Organized by Evaluation Association of Bhutan and Gross National Happiness Commission

Venue: **Tashi Namgay Resort**  
**14<sup>th</sup>-18<sup>th</sup> January, 2019**



January 2019

Thimphu: Bhutan



EVALUATION ASSOCIATION OF BHUTAN

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## **Introduction**

### **Background**

Evaluation Association of Bhutan was established to strengthen the evaluation culture in the country through providing platform for evaluators to share best practices on evaluation, to advocate and create awareness on evaluation and to build the capacity of those who conduct, commission and manage evaluation in the country.

Therefore, EAB took a step forward in achieving its objectives and long term goals by conducting such important training on **Development Evaluation** in collaboration with Gross National Happiness Commission.

Basics of Evaluation and the evaluation practices were the prime components of this Development Evaluation Training held from 14<sup>th</sup> to 18<sup>th</sup> January, 2019 at Paro. The main objective of conducting such type of training was to build capacities on basics of evaluation to its participants and to create awareness on evaluation. Moreover, it is also regarded as one of the Human Resource Development Strategies.

Training Needs Assessment Survey was also carried out before conducting the training was to obtain necessary requirements and expectations of the participants and make necessary arrangements accordingly.

### **Objectives of the training**

The Development Evaluation Training was conducted to enable participants to acquire knowledge and to learn the processes involved in carrying out an evaluation. More specifically, the objectives were:

1. To build the capacity of the RGoB officials and EAB members on basics of evaluation;
2. Strengthen the evaluation culture and create demand for the high-quality evaluation;
3. Advocating and creating awareness on evaluation;
4. Improving the quality and use of evaluation.

## **Participants**

There were around 30 participants with diverse professions such as Program Officer, Research Officer, Human Resource Officer, Planning Officer from various organization like GNHC, UNICEF, RCSC, JDWRH, BBS, APIC, ECB, RBP, ACC, NSB, APIC and Office of the Attorney General. The training-workshop provided an abundant opportunity to bring participants from diverse backgrounds to a common understanding on basic concepts of the Development Evaluation.

## **Schedule and Structure of the Program**

The five- day training-workshop program on Development Evaluation was conducted at Tashi Namgay Resort, Paro from 14<sup>th</sup> to 18<sup>th</sup> of January 2019. Each day, two to three topics were covered and at the end of each topic, Question and Answer sessions were also carried out to enhance the understanding of the participants.

The training began at 9 AM till 5 PM in the evening except for the first day which started at 10 AM to provide the participants enough time for settling down and making themselves comfortable for this important event. To enhance the better learning and interactions among participants and with the trainers, 15 minutes' tea break was also allocated after every session in the morning and afternoon with one-hour lunch break.

## **Workshop Contents:**

The core concepts covered in the training program were as follows;

- Introduction to Evaluation
- Result Based Management
- Theory of Change
- Evaluation Approach
- Evaluation Matrix and Questions
- Randomized Controlled Trial
- Quasi-experimental Design and survey Methods
- Basic concepts in statistics
- Data source
- Sampling and sampling technique
- How to manage evaluation
- RGoB M&E System and the Draft “Evaluation Protocols and Guidelines”

## **Training Procedures – In brief**

The opening of training session was addressed by Mr. Phuntsho Wangyel, Chief Research Officer from GNHC welcoming all the participants and acknowledging - their presence at Training workshop, followed by introduction of participants and trainers. After the introductory session, the organizers explained the main purpose of the program and their expectations highlighting the major topics to be covered by in the training workshop.

## Workshop sessions

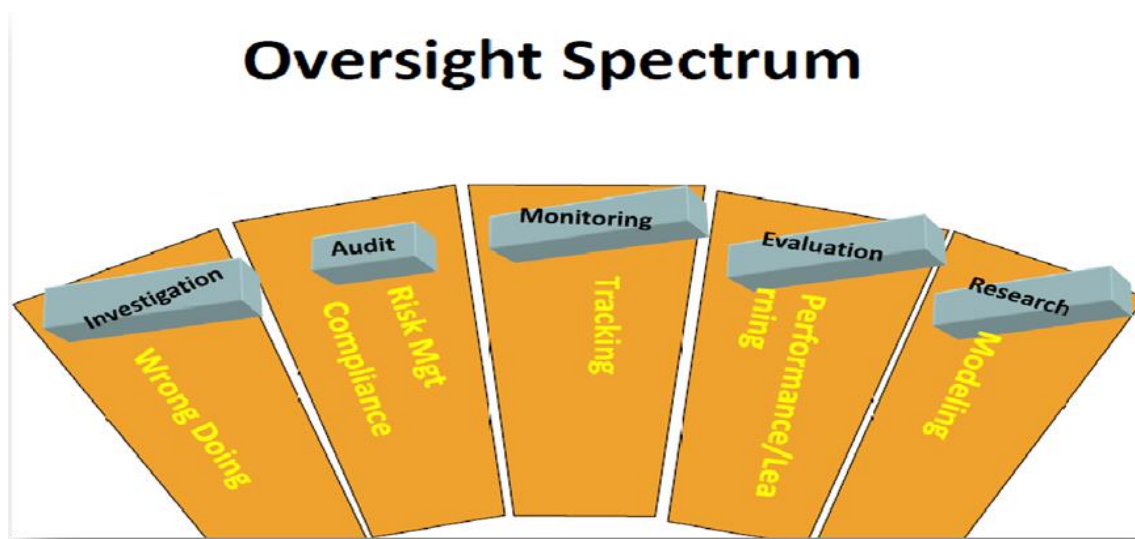
The workshop was facilitated by our local trainers from GNHC and Mr. Minhaj Uddin Mahmud from Bangladesh, working as Senior Research fellow (General Economics), Bangladesh institute of Development Studies. In order to acquire knowledge and better understanding on the core topic by participants, the workshop used participatory Methodologies and innovative learning techniques. The workshop agenda overview is provided in Annex II.

### Day 1

#### Session I: Introduction to Evaluation

*Presenter: Mr. Tashi Dorji, Senior Research Officer (GNHC)*

In this session of the training workshop, participants were first given the basic concepts on evaluation. Then a conceptual framework called Oversight Spectrum was presented to the participants to facilitate better understanding. *Figure 1: Oversight Spectrum*



## **Method**

In order to acquire knowledge on evaluation a conceptual framework called ‘Oversight Spectrum’ was used to lead the presentations and discussion on leadership. Various techniques for training were employed to involve participants in learning.

Several concepts about evaluation were thus proposed to participants, where they acquired idea about history of the Evaluation Discipline. This was followed by a presentation on difference between monitoring and evaluation. Presentation also provided the types of Evaluation and the evaluation criteria for development programme. These concepts can be used as the basis for ongoing decision-making around the issue being tested. This evaluation concept would help to answer the following questions.

1. How are we doing?
2. How do we know?
3. What are we going to do now?

Simultaneously, the participants were given an opportunity to ask questions for clearing their doubts. Highlighting the questions asked by the participants:

1. What are the standard Evaluation Criteria in Bhutan?
2. If we are required to carry out the evaluation on behalf of GNHC, whom should we depend; EAB or Government?
3. Is government willing to provide budget to EAB?

The session extended over 3 hrs and followed by a 15 minutes’ discussion.

## **Session II: Result Based Management (RBM)**

*Presenters: Ms. Kuenzang Wangmo and Mrs. Lekema Dorji, PMCD, GNHC*

The second session focused on the Result Based Management (RBM) and its importance, and how it will help organizations to focus on performance and achieving outputs, outcomes and impacts. *Figure 2: the concept of RBM.*



## What is RBM?

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### Focus on Performance **not** Compliance

“Did projects spend their budgets and comply with rules and procedures?”



“Did projects achieve their objectives and deliver results?”

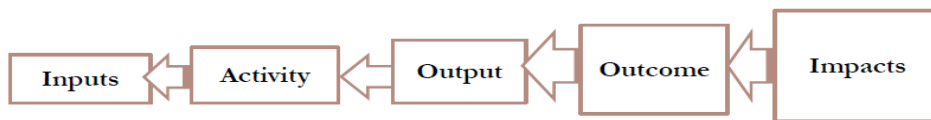
### Focus on Impacts and Outcomes **not** Inputs, Activities and Outputs

“How many students have graduated?”



“How many students have found employment?”

The the key concept of RBM was also explained and highlighted with the help of result chainResultchain describes how it will go from current situation to the desired situation. Below is a pictorial presentation of the Result Chain. This session also allowed the participants to interact and enriched their understanding on how Planning, Monitoring and Evaluation are interrelated to RBM.



The session closed with a group work exercise. The participants were divided into four groups and provided with CASE STUDIES each. According to the case studies, the group were required to identify the beneficiaries and the articulate the problem followed by formulation of logic model. Then to propose a program which will address the issues. It gave an opportunity for the participants to situate the theoretical aspects of the training component learnt into practical situation. It enhanced their understanding on the Log Frame Concept.





## **Day 2**

### **Session I: Theory of Change ( ToC)**

#### *Setting Up an Evaluation*

***Presenter: Mr. Minhaj, Senior Research Fellow, Bangladesh Institute of Development Studies, Dhaka***

The facilitator drew the participants' attention to the topic by highlighting on how the theory of change can help to promote the social change. The objective of this session was to facilitate understanding of the participants on the differences between the Theory of Change and RBM. This session focused on impact evaluation which is necessary to have three elements namely Defining the outcome (y), putting into two groups  $d=1$  and  $d=0$  and by carefully excluding the spurious effect from the program. Mr. Minhaj discussed more on the practical examples to enhance the better understanding of the concept.

Examples provided by the facilitator were based on treatment group and control group. He focused on the benefits of using theory of change.

### **Session II: Evaluation Approach and Evaluation Matrix and Questions**

***Presenter: Mr. Lekey Wangdi, RED GNHC***

The second session resumed after lunch by Mr. Lekey Wangdi from GNHC covering two topics namely, Evaluation Approach and Evaluation Matrix and Questions.

The Evaluation Approach was explained through two sub topics.

1. General Approaches to Evaluation
2. Challenges going forward.

The facilitator provided brief explanation on each of the evaluation approaches with an example. Participants were presented how these evaluation approaches would help to design and conduct evaluation efforts.

With the second topic, facilitator allowed participants to discuss and learn how to identify the types of question while conducting the evaluation. The participants were made aware on different types of evaluation questions with thorough discussion on the examples of different types of evaluation questions. Towards the end of the session, participants were made to identify the type of evaluation questions based on the example questions provided.

### **Day 3**

#### **Session I: Randomized Controlled Trial and Quasi-Experimental Design and survey Methods**

*Presenter: Mr. Minhaj, Senior Research Fellow, Bangladesh Institute of Development Studies, Dhaka*

This section allowed participants to discuss and learn how to define RCT for identifying the best beneficial effects of treatment. For the better understanding, participants were provided with an example. Different methods were used by the trainer for delivering the contents and also involving the participants by giving an opportunity for asking questions and clearing their doubt.

Before ending the day's session, the trainer recapitulated the topics discussed during the day with input from the participants. This was done by asking the participants about what they had learnt and what were the main points discussed. More question and answer sessions were carried out with participants and trainer, which were the part of the implementation methodology of the training. These activities were carried out basically to make the sessions interesting and keep participants active and involved.

### **Day 4**

#### **Session I: Basic concepts in statistics/ Data source and Sampling and sampling techniques**

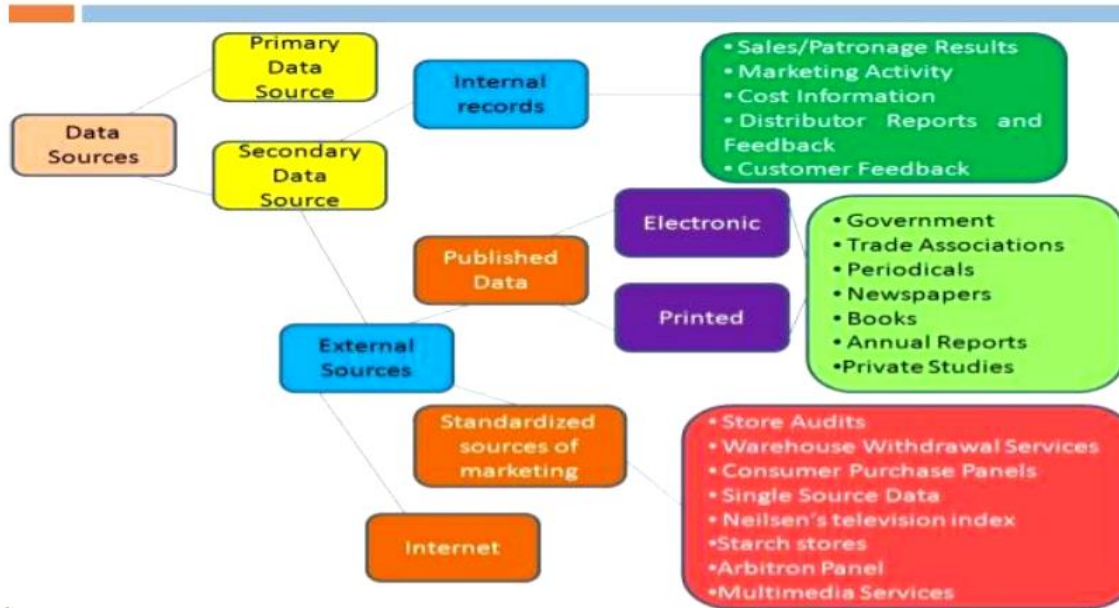
*Presenter: Mr. Bholanath, REB, GNHC*

As always the training on the 4th day started off at 9:30 am by Mr. Bholanath introducing the definition of statistics under which the two branches of statistics, the differences between

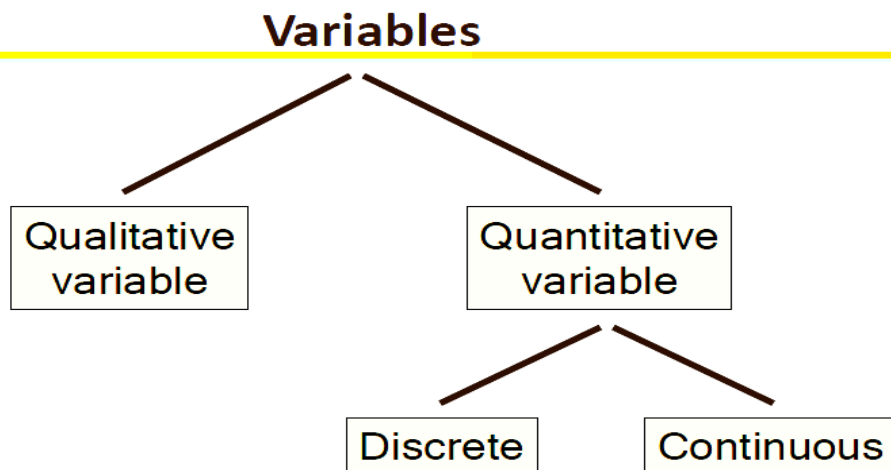
sample, constant and variables were discussed during the presentation with an interactive question answer session.

The figure below shows the different types of variables that was explained during the presentation.

## Data Collection Flow



Along with types of variables, the direct relationship between independent and dependent variables were also explained, the independent variables influence the dependent variables as shown by the diagram below:



The facilitator also gave a brief explanation about the 4 levels of measurement with their guidelines and the procedure for rounding off numbers and basic summation rules giving the participants a clear view on the following topics.

## Session II: Sampling and Sampling techniques

In the afternoon session there was an interactive session about sampling and sampling technique between the facilitators and the participants. The participants were very enthusiastic about this session and raised many questions during the presentation.

## Day 5

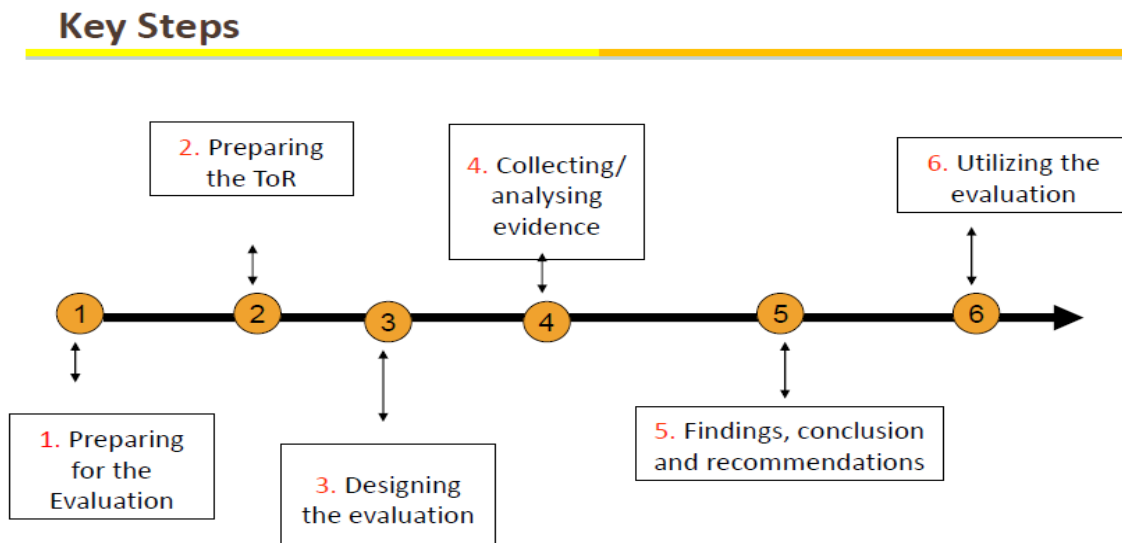
### Session I: How to Manage Evaluations?

*Presenter: Mr. Tashi Dorji, RED, GNHC*

At the end of the fifth day of the training, there were more questions and answers session (*Annex III*). On the final day Mr. Tashi Dorji, talked about managing the evaluation and “Evaluation Protocols and guidelines of Royal Government of Bhutan”.

Managing an evaluation can be challenging, where evaluation may be difficult to carry out because of some challenges such as lack of availability of data, weak program management systems, low levels of transparency and narrow access to information. Without good management of an evaluation, it can affect in any setting. Therefore, in order to have a good management of evaluation, the general stages and steps need to be followed.

The session provided an overview of the key concepts and processes and covered the major stages involved in managing an evaluation. (*Figure 3*.



**Figure 3: Key Steps for Managing Evaluation**

The evaluation of any program or project need to be guided by the following evaluation standard and principles.

1. Independence
2. Impartiality
3. Objectivity
4. Transparency
5. Feasibility
6. Propriety
7. Cost- efficiency
8. Accuracy
9. Fairness
10. Credibility
11. Usefulness
12. Evaluation ethics

In this section, facilitator provided some knowledge on protocol for evaluation based on Bhutanese context. Any form of development evaluation that would be carried out within Bhutan needs to follow the protocol for evaluation with the 9 steps. Each step was explained with an example.

1. Scoping Evaluation
2. Identifying Evaluation areas
3. Preparing evaluation proposal
4. Reviewing evaluation proposal
5. Preparing evaluation programme and budget
6. Managing and assigning an evaluation
7. Implementing evaluation
8. Reporting evaluation finding
9. Following-up, disseminating and utilizing evaluation report

## **Facilitation Techniques Used (Methodologies)**

There were several facilitation techniques used by the trainer which included question and answer sessions, group exercises/discussions and case study discussions. Different kinds of methodologies were utilized to enhance the understanding of the concepts being taught during the Five-day training workshop.

## **Training Program Evaluation**

The training program evaluation was made by the participants who filled in and submitted a template formatted by the organizer. The evaluation questionnaire (Annex IV) reflects the benefits they have gained from this five days training. Overall the training workshop was very much appreciated by participants (70% rated it from Strongly Agree to Agree). Participants appreciated the general structure of the workshop: the overall process, time allocated for each session, and materials used during the workshop. The participatory approach, including group discussions, was especially perceived as very useful and helped participants to better understand new concepts.

### **What went well?**

1. Majority of the participants were excited to learn the new topic on Evaluation.
2. Participants were encouraged to ask questions and the questions asked were answered in a satisfactory manner.
3. The level of participation was very high throughout the program, participants shared their ideas and views regarding the topics presented.
4. Majority of the participants were satisfied with the topics and delivery of concept during the workshop.

## **Recommendations**

At the end of the workshop, participants were asked to fill in an evaluation Survey Questionnaire on overall quality of the Five-day workshop and also individual questionnaire of each day session to improve and meet their expectation during the training workshop by the trainers. During the workshop several recommendations were made by the participants. The most outstanding were:

1. Training materials to be delivered earlier to training and improve the sound system.
2. Use realistic examples for explaining the concepts.
3. More interaction between the resource person and the participants
4. Practical group work and include more case studies.
5. Theories should be brought to local context in order to understand better.



## Annex I:

SL No.	Name	Agency
1	Wangchuk Dema	Gross National Happiness Commission
2	Sonam Tshokey	Gross National Happiness Commission
3	Tshering Yangtsho	Gross National Happiness Commission
4	Sonam Choki	Gross National Happiness Commission
5	Lekema Dorji	Gross National Happiness Commission
6	Kuenzang Wangmo	Gross National Happiness Commission
7	Phuntsho wangyal	Gross National Happiness Commission
8	Tashi Dorji	Gross National Happiness Commission
9	Ugyen Zangmo	Gross National Happiness Commission
10	Passang Dema	Office of the Attorney General
11	Karma Choden	Agency for Promotion of Indigenous Crafts
12	Yashi Tshogay	Agency for Promotion of Indigenous Crafts
13	Kinley Paydon	Gross National Happiness Commission
14	Kuenzang Tobgay	Gross National Happiness Commission
15	Tashi	Gross National Happiness Commission
16	Uygen Phuntsho	Gross National Happiness Commission
17	Leki Tshewang	Gross National Happiness Commission
18	Tshewang Jamtsho	Gross National Happiness Commission
19	Mani k Gyalley	Election Commission of Bhutan
20	Rinchen Namgay	Anti-Corruption Commission
21	Kinley Wangmo	Jigme Singye Wangchuk School of Law
22	Tashi Tenzin	Bhutan Statistics Bureau
23	Rigzin Thinley	Royal Bhutan Police
24	Major, Thuji	Royal Bhutan Police
25	Damchoe Dema,APO	JDWNRH
26	Sonam Dorji Tamang,APO	RCSC
27	Dechen Zam	UNICEF
28	Sangay Tshering	EAB
29	Tashi Choden	EAB
30	Rada Wangmo	Intern (EAB)
31	Ugyen Lhamo	Intern (EAB)

## Annex II

**PROVISIONAL PROGRAMME**  
**TRAINING ON DEVELOPMENT EVALUATION**  
**14<sup>TH</sup> – 18<sup>TH</sup> JANUARY 2019, HOTEL TASHI NAMGAY, PARO**

Time (H)	Programme*	Additional Info
<b>Day 1</b>		
1000-1015	Registration	All
1015-1030	Opening Session	
	Opening Remarks	Phuntscho Wangyel, GNHC
	Participants Introduction	All
1030-1300	Morning Session	
	Introduction to Evaluation	Tashi Dorji, RED, GNHC
	Q&A	
1300-1400	Lunch Break	
1400-1700	Afternoon Session	
	Results Based Management (RBM)	Kuenzang Wangmo/Lekema Dorji, PMCD, GNHC
	Q&A	
<b>Day 2</b>		
0900-1300	Morning Session	
	Theory of Change	Mr. Minhaj
	Q&A	
1300-1400	Lunch Break	
1400-1650	Afternoon Session	
	Evaluation Approach	Lekey Wangdi, RED, GNHC
	Q&A	
	Evaluation Matrix and Questions	Lekey Wangdi, RED/GNHC
	Q&A	
<b>Day 3</b>		
0900-1300	Morning Session	
	Randomized Controlled Trial	Mr. Minhaj
	Q&A	
1300-1400	Lunch Break	
1400-1650	Afternoon Session	
	Quasi-experimental Design and survey Methods	Mr. Minhaj
	Q&A	
<b>Day 4</b>		
0900-1300	Morning Session	
	Basic concepts in statistics	Bholanath, RED, GNHC
	Q&A	
	Data source	Bholanath, RED, GNHC
	Q&A	
1300-1400	Lunch Break	
1400-1650	Afternoon Session	
	Sampling and sampling techniques	Bholanath, RED, GNHC
	Q&A	

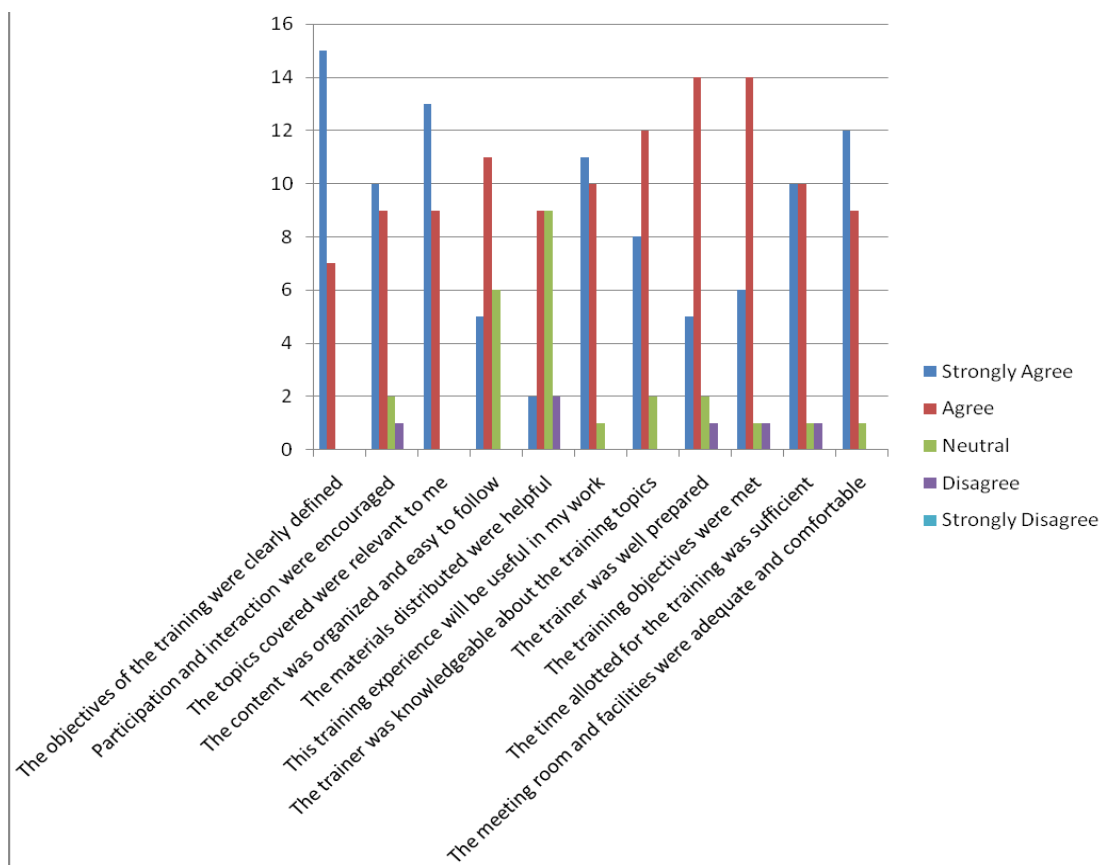
Day 5		
0900-1300	Morning Session	
	How to Manage Evaluations?	Tashi Dorji, RED/GNHC
	Q&A	
	RGoB M&E System and the Draft “Evaluation Protocols and Guidelines”	Tashi Dorji, RED/GNHC
	Q&A	
	Vote of Thanks	Executive Director, EAB
1300-1400	Lunch Break	

### Annex III

#### Question asked by participants

1. Why GNHC have to evaluate when Evaluation Association of Bhutan is there?
2. How EAB and GNHC commission is going to work together?
3. Who will develop the proposal?
4. Is it mandatory to submit evaluation draft to the cabinet?

### Annex IV



# **Training Feedback/Evaluation Form**

for *participants* in Development Evaluation Training.

**Date:** 14-18 January, 2019

**Title and location of training:** Development Evaluation Training at Tashi Namgay Resort, Paro.

**Trainer/Resource person:** ( **Mr. Minhaj Uddin Mahmud and Local Trainer from GNHC**)

**Instructions:** Please indicate your level of agreement with the statements listed below in #1-11.

1. The objectives of the training were clearly defined.  
(Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
2. Participation and interaction were encouraged.  
(Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
3. The topics covered were relevant to me. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
4. The content was organized and easy to follow. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
5. The materials distributed were helpful. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
6. This training experience will be useful in my work. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
7. The trainer was knowledgeable about the training topics. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
8. The trainer was well prepared. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
9. The training objectives were met. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
10. The time allotted for the training was sufficient. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
11. The meeting room and facilities were adequate and comfortable. (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)

12. What did you like most about this training?

13. What aspects of the training could be improved?

14. How do you hope to change your practice as a result of this training?

15. What additional specific Evaluation trainings would you like to have in the future?

16. Please share general comments or feedbacks you have here.

## **Annex V:**

### Overall Feedback for Resource Person

**Comments and suggestions;** The workshop was well- structured, insightful rich in content and provided excellent information. The sessions were well organized. It provided an excellent opportunity to learn from the exchange experiences with different resource person. Most topics covered in the workshop were considered relevant and with this it has helped the participant in better understanding of evaluation. The group work and case studies were interesting and participants highlighted a number of positive aspects of the workshop in the area of content. More discussions and interactions and few lectures would be desirable.