

ANNUAL REPORT JUNE 2022- JULY 2023

EVALUATION ASSOCIATION OF BHUTAN

INFO@EVALBHUTAN.ORG



Vision

**Wholesome Evaluation for
realizing Gross National
Happiness (GNH) based
initiatives.**

Mission

**To introduce, educate
and inform people of
Bhutan about the value
of evaluation**

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Message from the Chairperson

Dear Members and Partners,

I and the Board of Directors of the Evaluation Association of Bhutan (EAB) are pleased to present the Annual Report for the period 2022-23.

The EAB made significant progress, particularly in our activities of advocating for and spreading knowledge about evaluation both outside and within the country. The EAB and EvalYouth Bhutan have collaborated with the Asia Pacific Evaluation Association (APEA) and the Sri Lanka Evaluation Association (SLEVA) in knowledge-sharing activities in the discourse on evaluation. In addition, EAB has successfully conducted a Bhutan chapter of the Fifth Evaluation Conclave of the Community of Evaluators South Asia (COESA) in 2022. The EAB initiated the advocacy and awareness programmes on the evaluation among the postgraduate students of the Royal Institute of Management and CSO community. The national experts have conducted evaluation skill training at both general and advanced levels for young people and practicing evaluators, which exhibited that we have our pool of professionals in the field.

Our Young and Emerging Evaluators and the co-leaders are actively engaging in evaluation discussions at the national and global levels. The EvalYouth Bhutan won Asia Pacific Small Grant for YEE in 2022, marking a stride in their professional development. The Grant has enabled them to research evaluation in Bhutan and contributed to their professional growth and learning.

Our young evaluators now sit on the Board of the EAB and in APEA, representing the voice of young people in evaluation. Our network with regional VOPEs, COESA and APEA has further strengthened as we work closely and learn from each other. Our achievements in 2022-23 will help us immensely in our future activities.

Looking ahead, the association and its governance team will continue our focus on advocacy to raise awareness on a culturally responsive evaluation and capacity-building, engaging people at various levels. On behalf of the governance team and the association members, I would like to offer my sincere thanks to our supporters for their goodwill and generosity. We look forward to similar support in taking the EAB to a higher level.

We wish everyone a very successful year.



Phuntsho Choden (PhD)

Chairperson

Evaluation Association of Bhutan

Message from the Executive Director

Dear Members, Partners, and Stakeholders

I am pleased to present the Annual Report of the Evaluation Association of Bhutan for the year 2022. It is with a sense of pride and accomplishment that I reflect on the significant strides we have made in advancing the field of Evaluation in the country.

Over the years, EAB has continued to play a vital role in promoting the culture of evaluation and evidence-based decision-making across various sectors including Government agencies and CSOs. We have witnessed increased commitment from our members and partners contributing to the growth and impact of evaluation in the country.

Our organization has successfully organized capacity-building workshops, training programs, and webinars to enhance the skills and knowledge of Evaluation in Bhutan. The positive feedback received from participants reflects the value of these initiatives in fostering a dynamic and ethical evaluation culture in the country.

We have equally strengthened our collaboration with government agencies, and NGOs. Among them, we would like to thank UNICEF Bhutan for their generous support to EAB in carrying forward its mandate of promoting evaluation in the country.

Looking forward, EAB remains committed to its mission of promoting excellence in evaluation practice and contributing to the overall development of the country. In years to come we will strive to raise more awareness about the role of evaluation and evidence-based decision making. We also aim to further expand our reach and engage new stakeholders to push for integrating evaluation into decision-making processes at all levels.

Finally, I would like to express my sincere gratitude to our dedicated members, partners, and the entire evaluation committee in Bhutan for their unwavering support. Together we should strive to make Bhutan a more evaluative and evidence-based country.

Sincerely,



DK Bhujel

Executive Director

Evaluation Association of Bhutan

Introduction

Evaluation is vital in contemporary society for organizations and governments to ensure positive societal impact and desired outcomes. This process informs decision-making, learning, accountability, and improvement. Stakeholders assess program effectiveness, cost-efficiency, and responsiveness to community needs through evaluation. It serves as a crucial learning tool, preventing issues from escalating. Monitoring and evaluation have strengthened in the past decade, focusing on results and objectively determining initiative efficacy. Given global challenges, evaluation is more crucial than ever.

To promote a culture of evaluation in Bhutan and foster evaluative thinking, the Evaluation Association of Bhutan (EAB) was established in 2013. The EAB, founded by a group of dedicated professionals, operates as a volunteer organization that obtained Civil Society Organization registration in 2017. Since then, the association has been committed to advocating for a robust evaluation culture in Bhutan. Its core mission includes providing a platform to enhance evaluation functions, raising awareness of the importance of evaluation in good governance, and building the capacity of relevant officials to manage and conduct evaluations.

The organization strives to develop evaluation capacity and generate demand for evaluation. By joining the Community of Evaluators (CoE), the Asia-Pacific Evaluation Association (APEA), and the International Organization for Cooperation in Evaluation (IOCE), EAB actively contributes to discussions on development evaluation, strengthening the evaluation culture in the country.

In 2020, EAB secured funding from the UNICEF Country Office to conduct a situation analysis of the evaluation ecosystem in Bhutan, guiding the organization in fulfilling its mandate. Additionally, EAB collaborated with young people in 2021 to establish EvalYouth Bhutan, creating awareness about evaluation among the youth. Through these initiatives, EAB proactively builds capacity and raises awareness about evaluation among Bhutan's youth.

Organization Objectives

- ❖ To develop evaluation culture in the country
- ❖ To educate and inform people about the need for evaluation
- ❖ To promote evaluation as an integral element in the development process
- ❖ To develop the capacity and skill of our evaluators
- ❖ To contribute to knowledge generation and evidence-based planning and policy formulation process.

Strategic Goal

“To foster a vibrant evaluation culture through supporting the development of institutional and individual capacities for evaluation in collaboration with all relevant stakeholders.”

Board of Directors

BOARD OF DIRECTORS



DR.
PHUNTSHO
CHODEN
Chair



MR. JIGMI
RINZIN
Member



MS. KARMA
CHODEN
Member



MR. TASHI
DORJI P
Member



MR. TASHI
DENDUP
Member



MS. TASHI
CHODEN
Member



Fostering a
Professional
Evaluation
Culture
in **Bhutan**

A Registered Civil Society Organization

STAFF PROFILE

Executive Director



Mr. DK Bhujel is a Monitoring and Evaluation Specialist, currently working as a National Consultant for Two Health Projects (Health Sector Development Program & Responsive COVID-19 Vaccines for Recovery Project under the APVAX Facility) under the Ministry of Health, funded by the Asian Development Bank.

He holds an MBA from the University of the People, USA, a Postgraduate Diploma in Human Rights from Pondicherry University, India, and a BBA from IASE-Deemed University, India.

He is also a certified Analyst with training in Big Data Analytics from the Center for Development of Advanced Computing (C-DAC), New Delhi, India, and a Google Certified Data Analyst.

His past experiences include working as a Business Analyst with Construction Development Corporation Ltd, as a Marketing Officer with the Regional Agricultural Marketing and Cooperative Office, and as Asst. Program Officer with the Gross National Happiness Commission and Asst. Project/Liaison Officer with National Housing Development Corporation Thimphu.

Program Officer



Ms. Kelzang Choden is the Program Officer of EAB. Before joining EAB, she worked for a private construction company as the Assistant Administration Manager and also worked for a travel agent for six months. Her previous roles as Assistant Administration Manager in a construction company and as an employee in a travel agency have provided her with valuable management, administration, and customer service skills. She has a Bachelor of Arts degree in media studies and dzongkha from Sherubtse College, which has equipped her with communication, writing, and analytical skills.

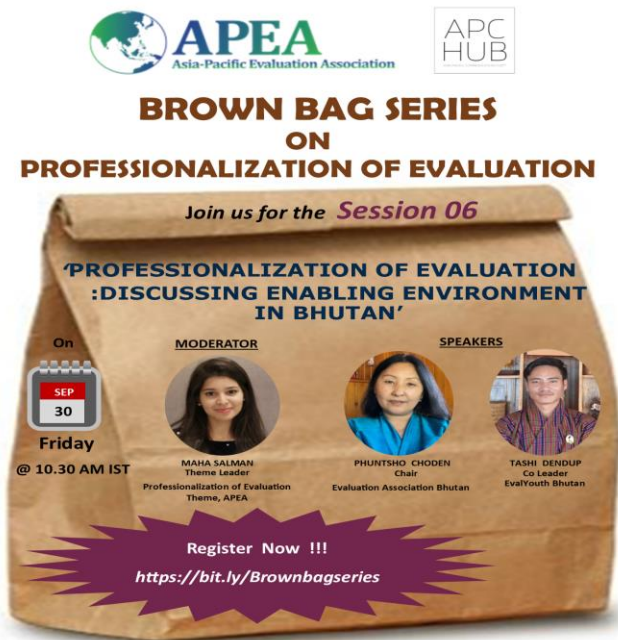
PROGRAMS AND ACTIVITIES

Executive Evaluation Training



Ms. Tandin Pelden, the Program Officer for the Evaluation Association of Bhutan, attended a two-week training from September 19 to 30, which included Executive Evaluation Training at the Lee Kuan Yew School of Public Policy in Singapore, with support from UNICEF Bhutan.

Professionalization of Evaluation: Discussing Enabling Environment in Bhutan




APEA Asia-Pacific Evaluation Association **APC HUB**

BROWN BAG SERIES ON PROFESSIONALIZATION OF EVALUATION


Join us for the **Session 06**


'PROFESSIONALIZATION OF EVALUATION :DISCUSSING ENABLING ENVIRONMENT IN BHUTAN'

On **SEP 30 Friday @ 10.30 AM IST**

MODERATOR

MAHA SALMAN
 Theme Leader
 Professionalization of Evaluation Theme, APEA

SPEAKERS


PHUNTSHO CHODEN
 Chair
 Evaluation Association Bhutan


TASHI DENDUP
 Co Leader
 EvalYouth Bhutan

Register Now !!!
<https://bit.ly/Brownbagseries>

For more details: apea.coordinator@gmail.com / apea.manager@gmail.com

APEA conducted a Brown Bag series focusing on the Professionalization of Evaluation on September 30, 2022. Dr. Phuntsho Choden, the Chair, and Mr. Tashi Dendup, a member of the Board of Directors and Co-leader of EYB, represented EAB during the webinar titled 'Professionalization of Evaluation: Delving into the Supportive Environment in Bhutan.' Ms. Maha Salman served as the moderator for the session.

Evaluating Policies and Using Evaluation Results for Policies



On October 6, 2022, Mr. Tashi Dendup, serving as both the Board of Directors for EAB and Co-leader of EYB, participated as a panelist representing Bhutan in the discussion on "Assessing Policies and Utilizing Evaluation Outcomes for Policies." The occasion was arranged by APEA as part of the Policy Evaluation Fall School 2022.

5th Evaluation Conclave: Equity and Transformation: Evaluation in challenging times.

The 5th Evaluation Conclave, centered around the theme "Equity and Transformation: Evaluation in Challenging Times," took place across multiple countries from October 12th to 14th, 2022. In Bhutan, the Evaluation Association of Bhutan hosted the conclave on October 14th at Hotel Osel in Thimphu. The gathering saw the participation of 76 attendees, including evaluators from Bhutan, members of the Evaluation Association of Bhutan, members of EvalYouth Bhutan, and trainees from the Royal Institute of Management.

Keynote Session



Ms. Marie Consolée Mukangendo, the Deputy Representative of UNICEF in Bhutan, was the first speaker, discussing "Evaluation in Times of Crises." Following her, Mr. Nar Bahadur Raika, a Specialist from the Ministry of Education's Department of Adult and Higher Education, presented on the topic of "Evaluation Tools."

Panel Session

Theme: Is Evaluation useful for making Public Policy?

The panel session had the right mix of speakers representing government agencies, civil society organizations, private entities, international experts, and young and emerging evaluators.



The first panelist was Mr. Tashi Duba, who served as the senior Research Officer from the Office of Cabinet Affairs and Strategic Coordination under the Office of the Prime Minister and Cabinet, representing the government of Bhutan. The second panelist was Ms. Tshewang Tashi, the Executive Director of the Loden Foundation, who represented the CSOs. The third speaker, Dr. Chandra Shekar Dhakal, a private consultant at the time engaged with UNDP, represented the private evaluators from Bhutan. The fourth speaker was Mr. Tashi Dendup, who held the position of Co-Leader of Eval Youth Bhutan, representing the young and emerging evaluators of Bhutan. The last speaker, Dr. Salal Eddine Bouyousfi from the Institute Supérieur de Commerce et d'Administration des Entreprises-Morocco, virtually joined the session through the Zoom platform. The session was moderated by Dr. Phuntsho Choden.

Skills Development Training

Basic Monitoring and Evaluation Training for Young and Emerging Evaluators.



Mr. Chimi Dorji, an experienced M&E consultant, was the facilitator for the basic M&E training, which was attended by 48 participants. The trainees were mostly Royal Institute for Management (RIM) PGDPA students.

Advanced Monitoring and Evaluation Training on Quantitative Methods and Practices



Dr. Sonam Tshering (Ph.D.), a national M&E consultant, facilitated the advanced M&E training, which was attended by 24 participants working in various Civil Society Organizations, private consultancies, and public organizations.

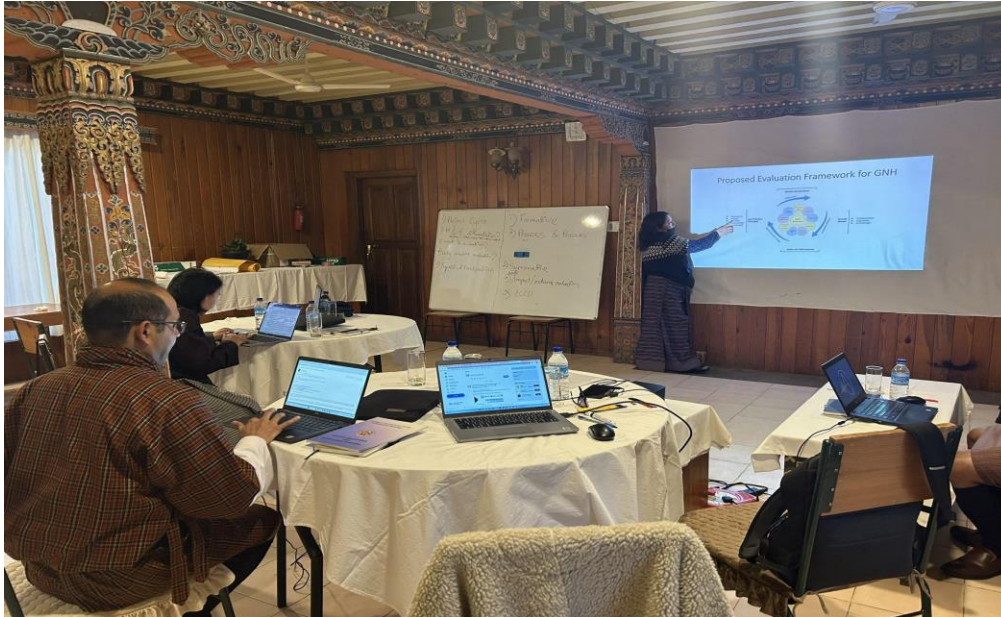
Advocacy and Awareness Program for RIM PGDPA Students

Ms. Tandin Pelden, the Program Officer, delivered a brief presentation to 45 RIM PGDPA students about both EAB and EYB on October 14, 2022, at Osel Hotel. As a result of the advocacy program, one individual became a member of EAB, and an additional 20 students joined EYB as members.



Evaluation Module and Communication Strategy Development

The module was developed over four days from November 17 to 20, 2022. It was led by the Executive Director of EAB, with the participation of the Chair, EAB Board Directors, EAB members, EYB members, and experts, totaling nine people.



Advocacy for Evaluation Association of Bhutan & EvalYouth Bhutan within the CSO Community

Ms. Tandin Pelden represented EAB at the CSO Annual Meet from December 14 to 16, 2022, at Lobesa. During the event, she took an opportunity to present on EAB and EYB to the CSO fraternities. The annual meeting was attended by 66 officials from 32 CSOs in Bhutan.



Evaluation Module Pre-Test Training



The Evaluation Association of Bhutan conducted a pre-test for the evaluation module on the morning of December 30, 2022, at Hotel Ugyen (Olakha, Thimphu). Dr. Chandra Shekhar Dhakhal, a private consultant engaged with UNDP, served as the trainer. The session was attended by 19 EAB and EYB members.

Regarding Data Visualization, a training session took place in the afternoon of December 30, 2022, at Hotel Ugyen. Nineteen EAB & EYB members attended the session, which was facilitated by Mr. Dhan Kumar Bhujel, the Executive Director of EAB.



Exploratory Study on Evaluation Practices in Bhutan

The Evaluation Association of Bhutan assigned EvalYouth Bhutan to undertake an exploratory study on evaluation practices in Bhutan with the financial support from UNICEF Bhutan Office. The exploratory study on evaluation practices in Bhutan is carried out to ascertain the existence of evaluation practices across government agencies, non-governmental organizations and Civil Society organizations. It also looked at how evaluation approaches and methods are contextualized to align with Bhutan’s overarching development philosophy of Gross National Happiness and its context concerning the needs and issues of gender. This study was an attempt towards understanding the evaluation landscape and building evaluation literature in Bhutan through interviewing a community of evaluators in Bhutan.

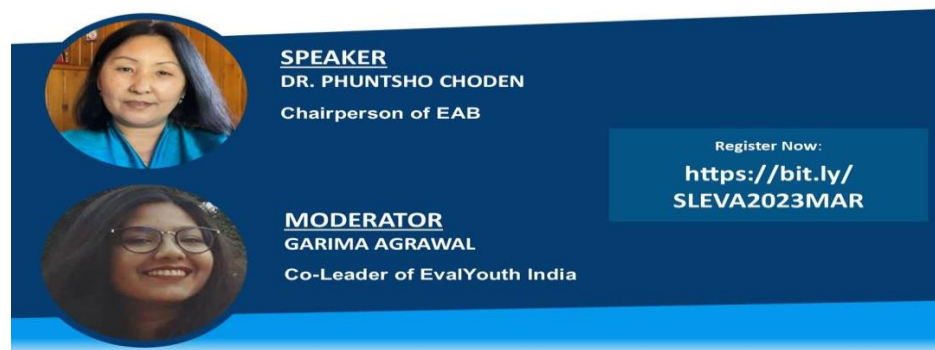
WHOLESOME EVALUATION PRINCIPLES

SLEVA WEBINAR #40



WHOLESOME EVALUATION PRINCIPLES

 WEDNESDAY, 15TH MARCH 2023 | 06.00 PM IST



SPEAKER
 DR. PHUNTSHO CHODEN
 Chairperson of EAB

MODERATOR
 GARIMA AGRAWAL
 Co-Leader of EvalYouth India

Register Now:
<https://bit.ly/SLEVA2023MAR>

In collaboration with



Center for Evaluation
 University of Sri Jayewardenepura



Dr. Phuntsho Choden, serving as the Chair of EAB, delivered a presentation on "Wholesome Evaluation Principles" during a webinar held on March 15, 2023. The webinar was a collaborative effort involving SLEVA, APEA, EvalYouth Sri Lanka, the Center for Evaluation, and the Evaluation Association of Bhutan.

Asia Pacific-Small Grants Project for Young and Emerging Evaluators



EvalYouth Bhutan won Asia Pacific-Small Grants Project for Young and Emerging Evaluators (YEEs) amounting to USD 1,500 in 2023. The grant was initiated by Asia Pacific Evaluation Association (APEA) in collaboration with the Philippine Evaluators for Development (PHILDEV), and EvalYouth Asia. Under this grant, EvalYouth Bhutan in collaboration with EAB conducted a day-long training at Hotel Zirikha, Thimphu Bhutan on 25th April, 2023. The training involved 26 participants from different fields working as program officers, research officers, human resource officers, and planning officers from Civil Society Organizations. The workshop was a great opportunity to bring participants from diverse backgrounds on a common understanding of basic concepts of the evaluation. Dr. Phuntsho Choden led the first session on Monitoring and Evaluation, where she focused on the Result Chain, Project Cycle, and methods of evaluation, and the afternoon session was on data visualization in evaluation by Mr. D.K Bhujel.

Board of Directors

The Evaluation Association of Bhutan comprises six Board of Directors, with three nominated by EAB members, two jointly nominated by EAB and EYB members who are Young and Emerging Evaluators, and one appointed by the government through the Cabinet Affairs and Strategic Coordination office under the Office of the Prime Minister and Cabinet.

Name	Occupation	Category	Term
Phuntsho Choden	Independent Consultant and Evaluator	Chairperson	3 rd year (1 st Term)
Karma Choden	Consultant	Member	3 rd year (1 st Term)
Jigmi Rinzin	Managing Partner, JIGMI Audits and Financials Pvt. Ltd	Member	3 rd year (1 st Term)
Tashi Dorji P	Chief Program Officer, Strategic Evaluation Division Cabinet Secretariat	Member	1 st year (1 Term)
Tashi Dendup	Junior Consultant Monitoring, Evaluation, and Research	Member	2 nd year (1 st Term)
Tashi Choden	Planning Officer at KGUMBS	Member	2 nd year (1 st Term)

BOARD MEETINGS

Throughout the year 2022, the organization convened three regular board meetings and one annual general meeting on the specified dates:

April 8, 2022: The first board meeting of the year covered discussions on key matters pertinent to the organization's operations.

July 7, 2022: The annual general meeting held in July discussed the Nomination of New Board of Directors, Status update on EAB, budget update, and work plan on 5th Conclave Discussion.

September 9, 2022: During the second board meeting in September, the board members focused on reviewing the progress of ongoing initiatives and charting the course for future endeavors.

December 22, 2022: The last board meeting of the year focused on UNICEF activities completion, Bank update, and the resignation of PO.

These meetings served as crucial platforms for decision-making, collaboration, and transparency, reinforcing the organization's commitment to effective governance and stakeholder engagement.

Meeting Dates	8/04	7/07	9/09	22/12	Total
Name of Board Directors					
Phuntsho Choden					4
Karma Choden					2
Jigmi Rinzin					2
Tashi Dorji					3
Dechen Dolkar					1
Tashi Choden					3
Sonam Tshering					3

The board meetings were proposed and held whenever necessary, taking place at the EAB office located at Upper Changangkha Thegchen Lam, Thimphu. The agenda and required documents were circulated among the Board of Directors one week before the scheduled meeting date.

Financial Statement for the year 2022

Sources (fund inflow)	Ngultrum
UNICEF Projects	1,146,039.00
Donations	1,020,824.71
Membership Fees	32,000.00
Total Inflow (A)	2,468,863.71

Expenditure (fund outflow)	Ngultrum
Administration	2,74,139.00
Subscription and PF contributions	26,815.20
Project Implementation	9,39,551.00
Total Outflow (B)	1,240,505.20

Surplus of income over Expenditure (C=A-B)	1228358.51
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Our Supporters and Partners

SUPPORTERS AND PARTNERS



How can you support us?

- You can find a Program and Project.
- You can be a member of EAB
- You can partner with EAB
- Visit www.evalbhutan.org to learn more about us