



4TH NATIONAL CONFERENCE ON MONITORING, EVALUATION AND LEARNING 2026

Strengthening Development through Global
and National M&E Practices

7–8 May 2026

COMPENDIUM



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**Strengthening Development through Global and
National M&E Practices**

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निधि छिबेर, भा.प्र.से.

महानिदेशक

भारत सरकार

विकास अनुवीक्षक और मूल्यांकन कार्यालय

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MESSAGE

It gives me immense pleasure to present the Compendium of the National Conference on Monitoring, Evaluation and Learning (NCMEL) 2026, organized by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog.

Over the years, NCMEL has emerged as an important platform for deliberation, knowledge exchange, and collaboration among policymakers, practitioners, academia, development partners, and evaluation professionals. The fourth edition of the Conference continued this endeavour by bringing together national and international experts to deliberate on strengthening monitoring, evaluation, and learning systems for evidence-based policymaking and improved development outcomes.

The Conference focused on global best practices, innovative methodologies, adaptive systems, and the integration of emerging technologies such as Artificial Intelligence, GIS, and Data Sciences in evaluation processes. It also highlighted the importance of contextualization, institutional capacity building, and collaborative approaches in strengthening evaluation ecosystems across sectors and states.

DMEO, as the evaluation arm of NITI Aayog, remains committed to advancing robust monitoring and evaluation frameworks, strengthening data governance systems, and promoting evidence-driven decision-making across government programmes. Initiatives such as the Output-Outcome Monitoring Framework (OOMF), Data Governance Quality Index (DGQI), VEDAM platform, state-level engagement through State Institutions for Transformation (SITs), and partnerships with universities reflect this commitment towards building a stronger and more responsive M&E ecosystem in the country.

This Compendium captures the key deliberations, insights, and recommendations emerging from the Conference sessions. I am confident that the discussions and experiences documented herein will contribute meaningfully towards strengthening evaluation practices and fostering a culture of learning and accountability in governance.

I extend my sincere appreciation to all distinguished speakers, delegates, partner institutions, and organizing teams whose valuable contributions made the Conference a success. I hope this Compendium serves as a useful knowledge resource for policymakers, practitioners, researchers, and all stakeholders engaged in the field of monitoring and evaluation.


Nidhi Chhibber

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Government of India
NITI AAYOG
Development Monitoring & Evaluation Office



FOREWORD

I am extremely delighted to present the Compendium of the Fourth National Conference on Monitoring, Evaluation and Learning (NCMEL) 2026, organized by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog.

NCMEL has emerged as an important forum for bringing together policymakers, practitioners, academia, development partners, and evaluation professionals to deliberate on strengthening monitoring, evaluation, and learning systems in the country. This year's Conference, centered around the theme "Strengthening Development through Global and National M&E Practices," provided an opportunity to exchange experiences, discuss emerging innovations, and reflect on evolving approaches to evidence-based governance.

The deliberations during the Conference highlighted the growing importance of robust evaluation frameworks, adaptive monitoring systems, data-driven decision-making, and the responsible integration of emerging technologies such as Artificial Intelligence and Data Sciences into governance systems. The discussions also emphasized the importance of contextual learning, institutional capacity building, and collaboration across governments, academic institutions, and development organizations.

The participation of representatives from States and Union Territories, international organizations, academia, and partner institutions added immense value to the Conference and enriched the overall exchange of ideas and experiences.

I would like to express my sincere appreciation to all speakers, delegates, partner organizations, and participants for their valuable contributions. I also extend my gratitude to the entire DMEO team and all associated stakeholders for their dedicated efforts in successfully organizing this Conference.

It is envisaged that this Compendium will contribute to continued learning, informed dialogue, and strengthening of monitoring and evaluation practices across institutions and sectors.

Dhrijesh Kumar Tiwari

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EXECUTIVE SUMMARY

The 4th National Conference on Monitoring, Evaluation and Learning (NCMEL) 2026, organized by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog, was held on 7–8 May 2026 at Vigyan Bhawan, New Delhi, under the theme “Strengthening Development through Global and National M&E Practices.” The Conference brought together policymakers, evaluation practitioners, multilateral institutions, academia, state governments, development partners, and subject experts from India and across the world to deliberate on emerging trends, institutional innovations, and global best practices in Monitoring, Evaluation, and Learning (MEL).



The Conference served as an important platform for advancing dialogue on evidence-based policymaking, adaptive governance, and strengthening institutional evaluation ecosystems. With participation from international organizations such as Organisation for Economic Co-operation and Development (OECD), United Nations Children’s Fund (UNICEF), United Nations Population Fund (UNFPA), Asian Development Bank (ADB), Asian Infrastructure Investment Bank (AIIB), International Fund for Agricultural Development (IFAD), New Development Bank (NDB), Abdul Latif Jameel Poverty Action Lab – South Asia (J-PAL South Asia), and representatives from various State Governments Assam, Tamil Nadu, Uttar Pradesh, Gujarat, Uttarakhand and Chhattisgarh and academic institutions like the Institute of Rural Management Anand (IRMA), Wadhvani AI, CivicDataLab, I-TECH India, ECOI and Manav Rachna Centre for Capacity Building & Consultancy, the deliberations reflected both global experiences and contextualized local insights relevant to India’s development landscape.

The inaugural session highlighted the Government of India’s continued commitment to strengthening evidence-driven governance through initiatives led by DMEO, including the Output-Outcome Monitoring Framework (OOMF), Data Governance Quality Index (DGQI), VEDAM platform, Result-Based Financing (RBF) pilots, and independent third-party evaluations of Centrally Sponsored Schemes (CSS). The importance of integrating evaluation into governance systems not merely as an accountability mechanism, but as a tool for learning, adaptive management, and improving programme outcomes, emerged as a recurring theme throughout the Conference.

The six thematic sessions focused on key dimensions of modern M&E systems. Discussions in **Session 1** emphasized the importance of integrating quantitative and qualitative methodologies, contextual adaptation of OECD-DAC criteria, and embedding evaluation within programme design and policy cycles. Speakers highlighted that no single methodology is universally superior and advocated for mixed-method, use-driven, and context-specific evaluation approaches supported by strong institutional ownership and continuous learning.

Session 2 explored the growing role of Artificial Intelligence (AI), Machine Learning, GIS, and Data Sciences in evaluation design and governance systems. Deliberations highlighted the potential of AI-enabled predictive analytics, anomaly detection, automated text analysis, and real-time monitoring systems in enabling adaptive governance and evidence generation. At the same time, speakers underscored the critical importance of data quality, interoperability, ethical safeguards, explainability, and human oversight to ensure responsible and inclusive use of AI in public systems.

Session 3 focused on innovations in adaptive M&E systems and the need for agile, responsive, and learning-oriented governance frameworks capable of responding to crises and rapidly changing policy environments. Discussions highlighted the importance of real-time data ecosystems, participatory monitoring approaches, developmental evaluations, and integrated learning loops that support continuous course correction and institutional resilience.

Session 4 examined global perspectives on strengthening national evaluation systems through institutional independence, evidence utilization, knowledge management, and capacity development. International organizations shared experiences on integrating evaluation findings into budgetary and policy processes, strengthening accountability mechanisms, and improving dissemination through concise, decision-oriented reporting formats. India's evolving M&E architecture, particularly DMEO's work on OOMF, DGQI, and institutionalized evaluations, was recognized as an emerging good practice in government settings.

Session 5 highlighted the importance of cross-country learning, contextualization, and partnerships in strengthening evaluation systems. Speakers emphasized that evaluation frameworks should not be replicated uniformly across countries but adapted to local institutional, socio-economic, and governance realities. Discussions underscored the value of collaborative evaluations, standardized indicators, interoperable data systems, and learning-oriented Monitoring, Evaluation, and Learning (MEL) approaches in advancing evidence-based policymaking globally.

Session 6 focused on widening and deepening M&E engagement within Indian States and Union Territories. State representatives, academic institutions, and practitioners shared experiences on institutionalizing evaluation systems, strengthening social audits, building academic partnerships, and promoting outcome-oriented governance. The discussions emphasized sustained capacity building, embedded evaluation design, participatory governance, and strengthening collaboration between DMEO, State Institutions for Transformation (SITs) and universities.

Across all sessions, several common themes emerged. These included the need to institutionalize evaluation within governance structures; strengthen data governance and interoperable digital systems; embed evaluation at the programme design stage; enhance evaluation utilization through timely and decision-oriented reporting; promote adaptive, participatory, and equity-focused approaches; and build long-term institutional capacities through academic partnerships and professional training ecosystems.

The Conference also reinforced the growing shift from traditional Monitoring and Evaluation (M&E) approaches towards integrated Monitoring, Evaluation, and Learning (MEL) systems that support continuous learning, adaptive governance, and evidence-informed decision-making. Participants recognized that strengthening evaluation ecosystems requires not only technical methodologies and digital innovations, but also institutional leadership, stakeholder ownership, collaborative partnerships, and a sustained culture of learning across all levels of governance.

The deliberations and recommendations emerging from NC MEL 2026 provide important strategic directions for strengthening India's monitoring and evaluation ecosystem. The Conference reaffirmed DMEO's role as a key institutional anchor in advancing evidence-based governance, promoting global and domestic knowledge exchange, and supporting the development of robust, responsive, and future-ready evaluation systems across the country.

4th National Conference on Monitoring, Evaluation and Learning (NCMEL) 2026

7-8 May 2026, New Delhi

Strengthening Development through Global and National M&E Practices

National Conference on Monitoring, Evaluation and Learning (NCMEL), 2026 organised by the Development Monitoring and Evaluation Office, NITI Aayog, Government of India, is a significant interdisciplinary gathering of government officials, professionals, policymakers, researchers, and practitioners dedicated to advancing the field of monitoring, evaluation, and learning across the globe. This conference is a pivotal platform for exchanging knowledge, experiences, and best practices, all aimed at enhancing the effectiveness of evaluation processes across various sectors.

Background

The inaugural NCMEL in March 2021 focused on ‘Institutionalizing M&E Practices for Sustainable Impact,’ addressing emerging approaches, technologies, and the professionalisation of M&E. The 2022 conference centred on ‘Monitoring & Evaluation for Sustainable Development through Cooperative Federalism,’ extending discussions on capacities, inclusivity, data, and quality. The 2024 conference themed “Measuring Impact to Shaping Policies for a ‘Viksit Bharat’” aimed at solution-driven discussions, bringing together national and state governments, sectoral experts, academia, and international non-governmental organisations.

Objectives of NCMEL 2026

1. To facilitate the exchange of international best practices and experiences in M&E for enhancement of global development outcomes.
2. To foster partnerships between governments, international organizations, and civil society to strengthen the M&E ecosystem.
3. To discuss strategies and international experiences for institutionalizing evaluation practices within government structures to support informed policy-making.
4. To explore practices in creating collaborative pathways for advancing monitoring and evaluation systems within sub-national governance structures across countries, with a special focus on State Institutions of Transformation (SITs).
5. To exchange experiences in institutionalisation of M&E capacities within universities and deliberate on their role in creating functional, sustainable and globally comparable M&E systems.

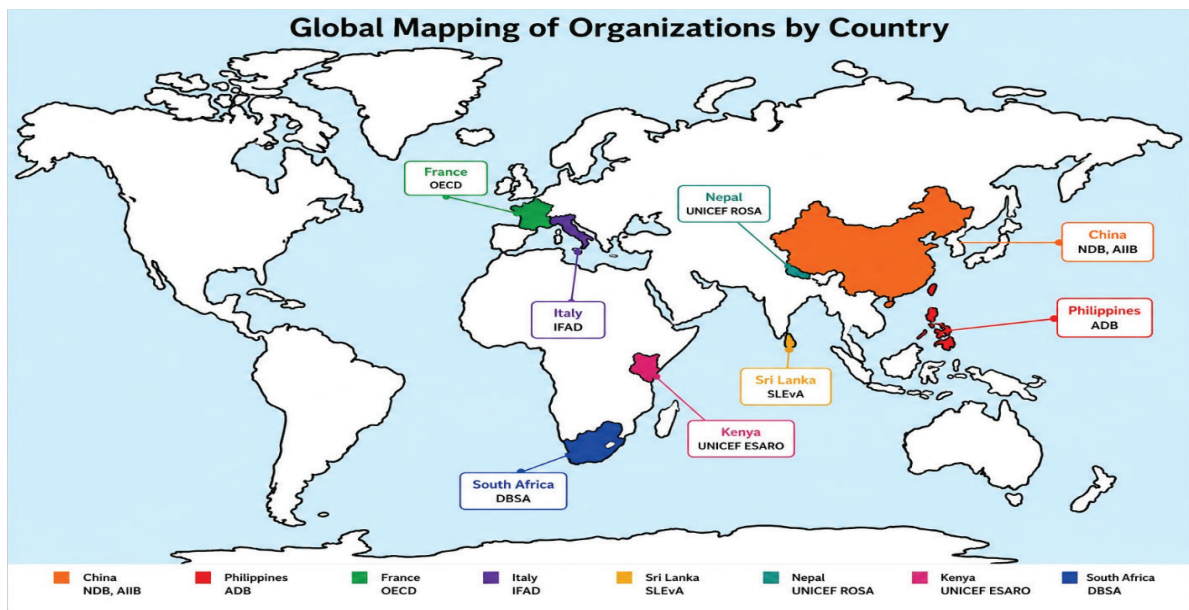
Event Details

- **Date:** 7-8 May 2026
- **Location:** Vigyan Bhawan, New Delhi
- **Theme:** Strengthening Development through Global and National M&E Practices
- **Target Audience:** Government officials, Evaluators, Policymakers, International Organizations, Academic/Research Institutions, Think-Tanks, NGOs (in M&E Space).

OVERVIEW



Participating International Organizations



Please Note : Above Map is intended solely for visual representation of participating organizations.

PARTICIPANT FEEDBACK



“DMEO has made remarkable progress over the past several years in strengthening learning systems essential for an effective evaluation ecosystem. It is encouraging to see active participation from states and the emphasis on peer learning and capacity building. Best wishes to DMEO for continued success in advancing monitoring, evaluation, and learning practices.”

-Dr. Emmanuel Jimenez, Director General, Independent Evaluation Department, ADB



“I would like to congratulate DMEO, NITI Aayog for organizing NCMEL, which brings together national and international participants to strengthen monitoring and evaluation capacities across India. The discussions reflected how M&E is evolving from a compliance function to a more strategic role, particularly with the growing integration of AI, enabling more timely and effective decision-making and programme outcomes.”

-Ms. Andrea M. Wojnar, Representative for India and Country Director of Bhutan, UNFPA



“It has been a real pleasure to attend the Fourth National Conference on Monitoring, Evaluation and Learning, which serves as an excellent platform for promoting evidence for better policies and better lives. There is much to learn across countries, and the OECD is pleased to work with India in understanding the important efforts being undertaken by DMEO and NITI Aayog to strengthen institutional capacity for responsive and effective public policymaking. We look forward to continued cooperation and engagement with India on advancing effective evaluation of public policies.”

-Ms. Megan Grace Kennedy-Chouane, Head of Evaluation Unit, OECD Development Co-operation Directorate



“I must congratulate NITI Aayog for organizing the 4th National Conference on Monitoring, Evaluation and Learning. The emphasis on ‘learning’ is particularly important as societies, economies, and programme implementation systems continue to evolve rapidly. The Conference provided valuable insights into the latest trends and rigorous approaches in monitoring and evaluation through deliberations with experts from organizations such as ADB, UNICEF, and other global institutions. Moving forward, greater participation from States and inclusion of citizen perspectives could further enrich discussions on public projects and their impact.”

-Sh. Raj Shekhar Joshi, Former Vice Chairman, SETU Aayog, Uttarakhand



“I would like to congratulate DMEO on the successful completion of NC MEL 2026. It was brilliant to learn from India’s own experiences in evaluation, monitoring, and policy experimentation, while also gaining valuable global perspectives through the Conference discussions. The event also provided a wonderful opportunity for networking and knowledge exchange with the international evaluation community.”

-Saleha Waseem, Senior Evaluation Specialist, ADB Communication and Outreach, Independent Evaluation Department



“I found this National Conference extremely exciting, informative, and educative. It provided valuable perspectives from different countries on how evaluation systems are evolving and becoming more robust year after year. I congratulate DMEO, NITI Aayog for their efforts in bringing together evaluation experts from across the globe to share experiences and learnings.

-Dr. K. Subramaniam, Member, Chhattisgarh Rajya NITI Aayog



“It was a pleasure to participate in NC MEL, a flagship event bringing together evaluators from India and across the world to share their knowledge and experiences in evaluating projects globally and in India. The Conference featured several insightful panel discussions, and it was a privilege to share the New Development Bank’s perspective during one of the sessions. For future editions, greater participation of policymakers, implementers, and community representatives could further strengthen understanding of how evaluation supports better planning and implementation of projects.”

-Mr. Henrique Pissia, Principal Professional, Independent Evaluation Office (IEO), New Development Bank



“The discussions over the last two days — whether on global evaluation frameworks, the use of AI in monitoring and evaluation, or ways to strengthen state M&E systems — were extremely meaningful and practical. What I appreciated most about the Conference was the importance given to the role of States in the M&E ecosystem. The cross-country and inter-state learnings shared during the sessions will certainly help in strengthening Chhattisgarh’s M&E framework. I sincerely thank NITI Aayog for organizing such a valuable platform and hope such events continue in the future.”

-Dr. Neetu Goradiya, Joint Director, Rajya NITI Aayog, Chhattisgarh



“We had very fruitful discussions among the evaluation community, including with the Secretary, Ministry of Finance, Government of India, who shared practical insights on how evaluation can enhance development effectiveness. I express sincere gratitude to NITI Aayog for organizing this insightful event and bringing together diverse organizations to exchange experiences and learning. The discussions highlighted the importance of data, understanding local contexts, and strengthening not only North-South but also South-South knowledge cooperation.”

-Mr. Eskender Zeleke, Head of Independent Evaluation at Asian Infrastructure Investment Bank, Complaints-resolution, Evaluation, and Integrity Unit (CEIU)



“I would like to appreciate DMEO for organizing such a insightful two-day Conference covering important themes such as AI, GIS, global M&E perspectives, and the strengthening of state-level monitoring and evaluation systems. The discussions on decentralization of M&E frameworks and understanding policy implementation at the grassroots level were particularly valuable. For future editions, practical discussions around State and university case studies, implementation challenges, and possible roadmaps would further enrich the Conference.”

-Mr. Ashish Sahu, Director & Head, Manav Rachna Centre for Capacity Building & Consultancy



“The Conference provided an important platform for sharing experiences across countries, institutions and sectors on how M&E systems are evolving in rapidly changing contexts. One key lesson was the gradual shift of M&E from being viewed as a donor-driven reporting function to becoming a government-owned and institutionally embedded mechanism that supports informed decision-making.”

-Mr. Amil Epa, President, Sri Lanka Evaluation Association (SLEvA)

INAUGURAL SESSION



The Inaugural session commenced with the ceremonial lighting of the lamp, symbolizing the spirit of knowledge, learning, and collective progress. The session brought together distinguished dignitaries whose inspiring addresses highlighted the importance of strengthening monitoring, evaluation, and learning systems to support evidence-based governance, institutional collaboration, and sustainable development. Their remarks set the context for the Conference deliberations and reflected a shared commitment towards building an effective, efficient responsive and inclusive evaluation ecosystems.



Sh. Suman Bery, Vice-Chairperson, NITI Aayog underscored the critical role of monitoring and evaluation in advancing evidence-based governance and strengthening developmental outcomes in India. He highlighted the need to move beyond compliance-oriented approaches towards adaptive, learning-driven M&E systems that support timely course correction, institutional accountability, and effective utilization of public resources. He also emphasized India's growing contribution to global M&E practices and the importance of leveraging the country's federal diversity as a foundation for policy learning and innovation.



Sh. V. Vualnam, Secretary, Department of Expenditure, Ministry of Finance emphasized the importance of outcome-oriented public expenditure and highlighted the growing role of monitoring and evaluation in strengthening accountability, efficiency, and evidence-based governance. He underscored the need for robust data systems, credible evaluations, and technology-driven mechanisms to ensure effective utilization of public resources and improved developmental outcomes.



Sh. Raj Shekhar Joshi, Former Vice Chairman, SETU Aayog, Uttarakhand highlighted the importance of embedding Monitoring & Evaluation into the very design of schemes and programmes rather than treating it as a post-implementation exercise. He emphasized that effective M&E must focus on outcomes, institutional capacity building, and continuous learning to improve public expenditure efficiency and programme delivery. He also underlined the transformative role of digital platforms such as PFMS, DBT in streamlining fund flows and strengthening accountability, while stressing that evaluation should move beyond mechanical compliance towards generating meaningful insights for better policy and scheme design.



Ms. Nidhi Chhibber, CEO, NITI Aayog & Director General, DMEO highlighted the growing importance of robust monitoring and evaluation systems in strengthening evidence-based governance and improving development outcomes. She emphasized DMEO's ongoing initiatives, including OOMF, DGQI, VEDAM, and evaluation-driven reforms, while underscoring the role of data quality, institutional capacity building, and adaptive learning in advancing effective public policy implementation.



Sh. Dhrijesh Kumar Tiwari, Joint Secretary, DMEO, NITI Aayog expressed appreciation to the dignitaries, speakers, delegates, and partner institutions for their valuable contributions to the Conference and highlighted the growing importance of collaborative learning in strengthening India's monitoring and evaluation ecosystem. He emphasized that the Conference theme reflected a shared commitment towards advancing evidence-based governance, institutional learning, and outcome-oriented development through global and national M&E practices.

4TH NATIONAL CONFERENCE ON
MONITORING, EVALUATION AND LEARNING 2026



SESSION PROCEEDINGS

DAY 1

SESSION 1

Advancing Evaluation Frameworks and Methods: Global Lessons on Integrating Quantitative and Qualitative Evidence



Session Overview

- **Theme of the panel:** Integrating Quantitative and Qualitative Evaluation Methods; Adaptation of OECD DAC Evaluation Criteria; Institutionalising Evidence Use in Governance
- **Date, time of the session:** 7 May 2026, 11:30 AM–1:00 PM
- **Chair:** Ms. Nidhi Chhibber, CEO, NITI Aayog & Director General, DMEO
- **Session Speakers:** Dr. Emmanuel Jimenez (Director General, Independent Evaluation Department, Asian Development Bank (ADB)); Ms. Shobhini Mukerji(Executive Director, J-PAL South Asia); Ms. Megan Grace Kennedy-Chouane (Head of Evaluation Unit, OECD Development Co-operation Directorate); Ms. Ashley Wax (Regional Evaluation Advisor, UNICEF Eastern and Southern Africa Regional Office)

Session Highlights

1. The session addressed the appropriate mix of quantitative and qualitative evaluation methodologies; the universality and contextual adaptability of the OECD DAC criteria (including addition of coherence and equity dimensions); institutionalising evaluation within national governance systems; challenges of scaling evidence-based programmes across India’s diverse linguistic and cultural contexts; strategies for improving evaluation utilisation (including early stakeholder engagement and AI-enabled knowledge systems); and the importance of linking evaluation to budget cycles and democratic accountability.
2. Panellists were in agreement that no single methodology is superior; rigorous, context-appropriate mixed methods are essential based on the scheme design and implementation stage. The institutionalisation of evaluation cultures within governance systems – underpinned by strong national evaluation policies, political commitment, embedded expertise, and sustained demand – is critical for driving development outcomes. DMEO’s progress in building India’s evaluation ecosystem was acknowledged as globally significant. The session identified concrete action areas for DMEO including OECD collaboration, AI-enabled knowledge tools, embedded evaluations in scheme design, and strengthened monitoring for large-scale welfare schemes.

Summary of Discussions

Round 1

- **[Chair] Ms. Nidhi Chhibber (DMEO)** - Opened the session by framing the central question for the panel: whether there exists a right mix of qualitative and quantitative methodology in evaluation, or whether a one-size-fits-all approach is possible. She invited panellists to draw on their own institutional experiences and contexts to address this, setting the tone for a practitioner-grounded discussion.
- **Dr. Emmanuel Jimenez (ADB):** Dr. Jimenez opened by affirming that no single methodology holds supremacy – all tools must be used. He drew a distinction between quantitative evidence, which is best for measuring outputs, outcomes, and attribution, and qualitative evidence, which is critical for ground-truthing, providing context, and

generating hypotheses. He noted a persistent problem: qualitative and quantitative evidence often operate in “parallel play” within evaluation reports rather than being integrated. Dispelling the misconception that rigor is synonymous with quantitative work, he argued that qualitative evidence must also be held to rigorous standards, measured by representativeness, replicability, and member-checking of interpretations. On RCTs, he noted their value for innovative or large programmes but emphasised that quasi-experimental alternatives – natural experiments, regression discontinuity designs, and instrumental variables – are equally rigorous. He commended DMEO for building India’s coherent evaluation system, noting that fragmented data and limited capacity remain common challenges across the ADB’s member countries.

- **Ms. Shobhini Mukerji (J-PAL South Asia):** Drawing on two decades of work in India, Ms. Mukerji argued that meaningful change is ultimately a relationship problem rather than a research or methodological one. J-PAL’s approach centres on the intersection of research, policy, and practice through partnerships with over 20 state governments. She illustrated the power of mixed methods through two examples. First, the BRAC graduation programme: evaluated as an RCT in India and tracked over 15 years, 90% of households moved sustainably out of extreme poverty. A Bihar government pilot of 3,500 households confirmed strong impacts under a government-led model, leading to a national sub-scheme covering 500,000 households over five years. Second, a gender-sensitive curriculum evaluation in Haryana across 400 government schools demonstrated measurable changes in student agency and teacher attitudes, now scaled to five states. She highlighted that scale requires contextual adaptation and institutional trust built through embedded support within state government systems.
- **Ms. Megan Grace Kennedy-Chouane (OECD):** Ms. Kennedy-Chouane described India’s evaluation architecture as among the most ambitious globally, then turned to the OECD DAC criteria – relevance, coherence, effectiveness, efficiency, impact, and sustainability – noting that these provide evaluation questions, not a methodology. Developed in the early 1990s to shift thinking from inputs to results, the criteria proved more universal than expected: even village grandmothers intuitively ask questions of relevance. A 2017 global consultation confirmed the strength of core concepts while identifying two key challenges in practice: rigid, thoughtless application producing shallow analysis, and questions of power over who decides what is relevant. Coherence was added as a sixth criterion to address the blind spot of governments’ policies undermining each other. She stressed that evaluation should be proportionate to value-add, citing the example of severe acute malnutrition treatment where proven effectiveness has shifted the evaluation focus to efficiency. Barriers to evidence use are almost never technical – they are institutional and incentive-driven.
- **Ms. Ashley Wax (UNICEF):** Ms. Wax introduced UNICEF’s 2023 evaluation policy principle: evaluations should be driven by intended use and tailored to purpose, scale, and context. Covering 23 highly diverse countries, UNICEF applies mixed methods by design across three evaluation types: country programme evaluations (combining quantitative trend analysis with qualitative fieldwork and network analyses); thematic evaluations across social protection, health, and education (triangulating administrative

data, stakeholder perspectives, and document analysis); and multi-country evaluations using comparative qualitative analyses. Theory-based approaches include contribution analysis and process tracing for upstream policy advocacy, outcome harvesting for emergent results in rapidly changing contexts, and developmental evaluation enabling real-time course correction. She emphasised on having an equity and “children left behind” lens in all evaluations – understanding not only overall results but who has been reached and why others have not. Evaluation at UNICEF is increasingly positioned as a strategic function rather than a compliance mechanism.

Round 2

- **[Chair] Ms. Nidhi Chhibber (DMEO)** -Ms. Chhibber steered the conversation towards the practical institutionalization of evaluation systems and the adaptation of evaluation methodologies across diverse governance contexts. The discussion focused on integrating evaluation within programme design, ensuring context-sensitive approaches in culturally and socially diverse settings, broadening evaluation frameworks to incorporate dimensions such as gender and equity, and strengthening the institutional embedding of evaluation within national policy systems. Concluding the session, she synthesized the key insights emerging from the discussion, emphasizing the importance of embedding theories of change from the programme design stage, fostering evaluative cultures that encourage honest assessment and learning, adopting use-driven and context-appropriate mixed methods, integrating evaluation within policy and budgeting cycles, and promoting cross-country learning, particularly among BRICS nations, to strengthen national evaluation systems.
- **Ms. Megan Grace Kennedy-Chouane (OECD)** – On KPI alignment and OECD criteria adaptation: Ms. Kennedy-Chouane cautioned against KPI mismatches that fail to capture real progress, particularly in democratic contexts where development can be non-linear. She stressed the importance of protecting learning space alongside accountability, noting that fear of consequences for honest reporting undermines evidence quality. On adapting the OECD criteria, she acknowledged DMEO’s addition of gender and equity dimensions as positive. However, she noted that in OECD member states, adding gender as a standalone criterion often became a tick-box exercise with no improvement in analytical depth; real improvement came when gender was embedded as a strategic programme priority. She recommended applying the six OECD questions not merely as evaluation criteria at the end of programmes, but as quality standards integrated throughout the project and decision-making cycle – owned by all stakeholders, not only evaluators. She also noted India’s adherence to 12 OECD recommendations and welcomed expanded collaboration on public policy evaluation.
- **Ms. Ashley Wax (UNICEF)** – On institutionalising evaluation in national governance: Ms. Wax underscored that a well-designed national evaluation policy is the first and most central step to institutionalisation, legitimising the evaluation function and setting clear expectations. She presented South Africa as a good practice case: its Department of Planning, Monitoring and Evaluation led a comprehensive revision of the national evaluation policy framework in 2024–25, involving an inclusive working group of government departments, municipalities, academia, civil society, state

research institutions, and evaluation practitioners. The process began with a grounded review of implementation since the previous framework. Key reforms included expanding evaluation types (diagnostic, design, implementation, economic, outcome, impact, synthesis), adding criteria on climate ecosystem health and transformative equity, and incorporating technology and AI considerations. Challenges identified include subnational capacity gaps and weak accountability for follow-through on findings – a concern raised directly by the presidential cabinet. Enabling conditions for institutionalisation include strong policy with leadership commitment, investment in young and emerging evaluators, regional peer learning, and building a culture of demand for evaluation.

- **Dr. Emmanuel Jimenez (ADB)** – On ADB’s evaluation integration and utilisation: Dr. Jimenez described ADB’s two-tier approach: project implementation teams produce self-evaluations at completion, which are then independently validated by IED, ADB. About two-thirds of reports are agreed upon; the remainder are typically downgraded, most often due to weakly specified design monitoring frameworks or poorly articulated theories of change. He emphasised that activities must lead credibly through inputs to outputs to outcomes – with explicit assumptions at each step. ADB has extended its methodology to non-sovereign (private sector) projects using adapted DAC criteria plus an “additionality” test requiring development impact beyond commercial returns. Sector-wide evaluations spanning 10 years across areas such as education, health, and gender provide strategic inputs to the board. On utilisation, he highlighted three strategies: communicating findings early and often with the users of the evaluation to avoid surprise; rotating staff between evaluation and operations to build mutual understanding; and deploying an AI-based tool to harvest and synthesise lessons from thousands of completion reports into on-demand, project-specific knowledge. He proposed extending this to a pooled MDB platform under the Evaluation Cooperation Group.
- **Ms. Shobhini Mukerji (J-PAL South Asia)** – On scaling evaluations across India’s diverse contexts: Responding to the question of how evaluation methodologies account for India’s linguistic, cultural, and ethnic diversity, Ms. Mukerji emphasised that scale requires contextual adaptation rather than uniform replication. In Bihar, the government-led graduation programme was tested through an RCT of 3,500 households; findings of striking impact led to a national sub-scheme targeting 500,000 households. Ongoing process monitoring of 25,000 households is supported by an MI dashboard tracking inputs, outputs, and outcomes. In Haryana and subsequently five other states, a gender-sensitive curriculum programme for adolescents (aged 11–14) was evaluated across 400 schools using both quantitative and qualitative methods; results were integrated into state curricula across subjects including geography, English, and environmental science, with examples adapted for each state’s context. In Tamil Nadu, J-PAL is supporting a longitudinal survey of elderly wellbeing (5,000 households), informing state schemes on NCD screening and social isolation. She recommended pre-defining evaluation plans – including outcomes, outputs, questions, and data systems – at the scheme design stage to enable timely and actionable evidence generation.

Audience Q&A

Q1 – Representative , Government of Assam: What is the right model to evaluate the outcome of social sector schemes involving cash transfers via Direct Benefit Transfer (DBT) to 43 lakh beneficiaries at a cost of over ₹6,000 crore?

Ms. Shobhini Mukerji responded that J-PAL had evaluated DBT pilots earlier in Union Territories, finding challenges around beneficiary reach, Aadhaar linkages, and digital trust. She recommended validating administrative data with in-person monitoring or sample surveys and conducting high-frequency monitoring checks. For deeper impact assessment beyond reach, she advised commissioning qualitative and mixed-method depth analysis to understand intended use and downstream outcomes.

Q2 – Representative ,Government of Tamil Nadu: A comment rather than a question, affirming the value of mixed methods and the context-dependence of method choice (qualitative for case studies, quantitative for surveys). The participant noted that method selection should follow the study design and area of coverage, and called for further guidance on index computation and sampling approaches as additions to the methodological toolkit.

Q3 – Representative, Asia Infrastructure Investment Bank (AIIB): (a) In a fragile and rapidly changing global environment, what does good evidence look like, and how should evaluators balance quantitative rigour with qualitative insight and local knowledge, especially in the Global South? (b) Should the OECD DAC criteria move beyond project performance to address institutional adaptability, resilience, and long-term systemic change?

Dr. Jimenez responded that evaluation is more critical than ever as development assistance budgets shrink; the onus is on evaluators to demonstrate value. He called for continued capacity building within evaluation communities. On the second question, he and other panellists noted this reflects the ongoing evolution of the criteria and institutional evaluation frameworks to capture systemic and adaptive dimensions.

Key takeaways from the session

- No single evaluation methodology is inherently superior; the choice of method(s) should be guided by the evaluation question, programme context, and stage of implementation.
- Mixed-method approaches combining quantitative, qualitative, and diagnostic techniques are particularly valuable for generating rigorous, contextual, and actionable evidence.
- Evaluation should be integrated at the programme design stage, with clear theories of change, evaluation questions, methods, indicators, and data systems defined upfront.
- Strong monitoring and evaluation systems are essential for enabling reliable data collection, evidence-based learning, and continuous programme improvement.
- The OECD DAC criteria constitute a framework of evaluation questions rather than a methodology, and their value lies in being applied throughout the programme cycle.
- Institutionalising evaluation within governance systems requires strong evaluation policies, leadership commitment, embedded expertise, and a sustained culture of evidence use.
- Barriers to the use of evaluation are often institutional and incentive-related rather than technical; early stakeholder engagement and clear accountability mechanisms are therefore critical.
- Evaluation systems should be linked to policy, planning, and budgeting processes to strengthen accountability and improve development outcomes.
- Cross-country learning and knowledge exchange can support the strengthening of national evaluation systems and foster the adoption of good practices.
- AI-enabled tools offer significant potential for synthesising evaluation evidence, harvesting lessons, and improving access to knowledge for programme teams and decision-makers.

SESSION 2

Integrating AI and Data Sciences in Evaluation Design



Session Overview

- **Theme of the panel:** As digital ecosystems grow and governments collect more data than ever before, evaluation is entering a new phase that is being shaped by artificial intelligence and advanced data science. This session will look at how tools like machine learning, natural language processing, and predictive analytics are being used to improve evidence generation and policy learning. It will look at how using real-time administrative data, and automated text analysis can make monitoring and impact assessment better. The conversation will also cover data governance, algorithmic bias, and ethical safeguards to make sure that new technologies help people do evaluations in a responsible way.
- **Date & time:** 7 May, 2:00 PM-3:30 PM
- **Moderator:** Dr. Abinash Dash, Director, DMEQ, NITI Aayog
- **Session Speakers:** Dr. G Suresh Reddy (Lead of Strategic Information, I-TECH India); Mr. Gaurav Godhwani (Co-Founder, CivicDataLab); Dr. Prachi Karkhanis (Associate Director, MEL, Wadhvani AI)

Session Highlights

1. The session highlighted a paradigm shift in evaluation practice from retrospective “post-mortem” assessments toward predictive, real-time, and adaptive evaluation models capable of enabling proactive policy correction and continuous learning.
2. Panellists underscored the importance of developing AI-ready digital public infrastructure and integrated data ecosystems to address fragmented administrative data systems, while emphasizing the need for robust data quality assurance, institutionalized audits, and anomaly detection mechanisms.
3. The discussions emphasized that responsible and trustworthy AI must remain central to the evaluation ecosystem, with strong safeguards relating to explainability, human oversight, accountability, inclusivity, and alignment with the DPDP Act, 2023.
4. The session also stressed that AI-enabled evaluation systems must be contextual and locally responsive, with models adapted to local languages, dialects, and socio-cultural realities to minimise systemic bias and strengthen trust in welfare governance.

Summary of Discussions

Round 1

- **[Moderator] Dr. Abinash Dash (DMEQ) -** Dr. Dash opened the session by noting that AI is now “pervasive” and has arrived as a form of “creative destruction” for the field of evaluation. He initiated the discussion of how the vast amounts of administrative and high-frequency data generated by the government can be leveraged for real-time course correction, moving the state from a reactive to a proactive stance.

- **Dr. G. Suresh Reddy (I-TECH India)** - Dr. Reddy emphasized that AI is shifting evaluation from a “post-mortem” retrospective activity into predictive and adaptive evaluation. He highlighted that AI can analyse multiple data sources - such as satellite imagery, population data, and health records - to create simulation models that predict whether a program will succeed in a specific area. Furthermore, he noted that AI significantly reduces the manual work required for qualitative data analysis and anomaly detection, turning months of work into minutes. To optimize AI into providing real time course correction mechanisms we must have a strong data system and skilled manpower to support the system in making M&E proactive and identifying any biases and take strategic decisions upon implementing the solutions taken by AI to match the outcome of the assessment. However, it comes with its own challenges of high costs, investment in capacity building for sensible and skilled users of the application, ethical and privacy concerns.
- **Mr Gaurav Godhwani (CivicDataLab)** - Mr. Godhwani mentioned that AI will help to transform the monitoring and evaluation process from static to adaptive, yet certain infrastructural developments ought to be made to ensure that the output obtained from AI is robust, error free and fits the use case. He focused that data (input) is the major deciding factor of the quality of output that the AI will provide meaning that if the data is not correct or if we are replying on fragmented data sets then the output obtained will be error prone. He also emphasized on the necessity of building “AI-ready data public infrastructure” to break down existing data silos between line departments. He shared a case study from Assam, where his team integrated satellite imagery, socio-economic vulnerability data, and public finance records to create a machine learning model. This model predicts disaster risks at a local “revenue circle” level, allowing the government to prioritize resources for the most vulnerable communities in advance of the monsoon season.
- **Dr. Prachi Karkhanis (Wadhwani AI)** - Dr. Karkhanis pointed out that AI is blurring the line between monitoring and evaluation, moving the field toward evaluations that are embedded within the implementation ecosystem. She identified a major shift from traditional reports to actionable dashboards and “talk to data” features that use prompt engineering to generate insights instantly. She stressed that for AI to be effective, underlying data systems must be designed with an “evaluation lens,” featuring granular timestamps and automated validation checks.

Round 2

- **[Moderator] Dr. Abinash Dash (DMEO)** - Dr. Dash pivoted the discussion toward practical application and ethical governance through three targeted questions: He asked Dr. G. Suresh Reddy how AI and ML can be harnessed to upscale public health evaluations while maintaining ethical standards and data privacy under the DPDP Act 2023. He asked Gaurav Godhwani on addressing AI hallucinations and algorithmic biases, asking for specific safeguards to ensure responsible AI use and privacy protection. He asked Dr. Prachi Karkhanis to elaborate on how to specifically improve the quality of data to make it suitable for use in M&E systems.

- **Dr. G. Suresh Reddy (I-TECH India)** - Dr. Reddy emphasized that organizations must first establish a “decision matrix” to determine if AI is truly necessary for a specific evaluation task. He argued that AI should not just be an add-on but should involve converting legacy workflows into AI-enabled workflows. On ethics, he stressed the need for explainability, noting that results must be traceable and understandable rather than a “black box”. He cautioned against data biases - citing an example where an AI incorrectly assumed only men drive bikes - and insisted on keeping a “human in the loop” to remain legally and ethically accountable. He also explained the use case of AI such as assisting in analysis of qualitative data, providing alternatives for the expert to decide etc. but human accountability needs to be maintained throughout the process.
- **Gaurav Godhwani (CivicDataLab)** - Mr. Godhwani addressed the risks of AI hallucinations and misinformation. He introduced Parakh AI, a participatory platform designed to evaluate LLMs for biases related to caste, gender, and region. He highlighted a case where an AI model suggested 20 times the required fertilizer to a farmer, illustrating the danger of blindly trusting unvetted models. He proposed “red teaming” - hiring local experts and frontline workers to intentionally try to break or find faults in AI systems - to ensure they are culturally and geographically relevant before being scaled.
- **Dr. Prachi Karkhanis (Wadhvani AI)** - Dr. Karkhanis discussed using AI to improve the precision of implementation, such as using spatial analytics for TB vulnerability mapping to identify hotspots at the village level. She also introduced the concept of “LLM as a judge,” where AI models are used to evaluate other AI models, though she maintained that this requires strict human oversight. She referenced international frameworks like the NAS framework to guide holistic evaluations. Finally, she noted that for AI to be effective, systems must move from unstructured “free text” to structured data capture.

Audience Q&A

Q1. Representative, SETU Aayog, Uttarakhand – In the context of data integration across states, should priority be given to data harmonization at the input level rather than connecting systems at the output level through APIs?

Panelists emphasized that there is no single AI solution applicable uniformly across the country, as implementation requirements differ significantly across states and sectors. The discussion highlighted the importance of adopting localized and context-specific approaches to data integration. Speakers further recommended a use-case-based approach to interoperability rather than pursuing broad systemic overhauls, noting that achieving meaningful data integration requires sustained institutional effort, long-term vision, and gradual harmonization processes.

Q2. Representative, Rajya NITI Aayog, Chhattisgarh – What can serve as a realistic entry point for introducing AI or Machine Learning (ML) in Monitoring and Evaluation systems for states currently facing fragmented MIS systems and low data interoperability?

The discussion emphasized that capacity building at the policy and managerial level should serve as the primary entry point for AI adoption within governance systems. Panelists highlighted the need for decision-making frameworks that help officials assess whether AI solutions are appropriate for specific governance challenges before operational deployment. It was further suggested that states should begin with small, department-specific use cases and gradually scale AI and ML applications based on practical learning and institutional readiness.

Q3. Representative, Planning Department, Government of Uttar Pradesh – How can AI be used to identify and address data anomalies at Gram Panchayat, block, and district levels?

Speakers highlighted the importance of conducting comprehensive data audits to identify sources of anomalies and inconsistencies within administrative systems. The discussion noted that AI tools can assist in identifying missing values, inconsistent formats, and improbable entries; however, human oversight remains essential for validation and decision-making. Panelists also emphasized that continuous backend anomaly-detection mechanisms can be integrated within existing IT systems to provide real-time feedback and improve data quality at the point of entry.

Q4. Representative, Government of Tamil Nadu – What role can AI play in ethical hacking, cleaning large datasets, and developing government-owned AI models?

The discussion highlighted the availability of government-supported repositories and platforms containing tested AI models that departments can adapt for specific use cases. Panelists emphasized that while AI can support the identification of incomplete or inconsistent data, it cannot independently resolve underlying data quality issues. The speakers underscored that maintaining data quality remains fundamentally dependent on robust data collection and validation processes at the source level.

Q5. DMEO Official – How can governments effectively deploy AI in sectors where data is fragmented, incomplete, or inconsistently collected, given that AI models depend on high-quality training data?

Panelists emphasized that AI systems are only as effective as the quality of the underlying training data. The discussion highlighted the importance of conducting detailed data landscaping exercises to identify existing gaps and inconsistencies before deploying AI solutions. Speakers also stressed the need for context-specific and localized AI models, noting that models developed for one region or population may not perform effectively when transferred to different socio-economic or geographic contexts without appropriate adaptation and retraining.

Key takeaways from the session

- Predictive assessments to supplement traditional evaluations: AI enables real-time, predictive assessments that supplement and complement retrospective reporting with iterative course correction, in some cases might also supplant such evaluations.
- Prioritisation at Scale: AI's primary value lies in identifying service gaps and mapping hotspots to direct resources to underserved populations.
- Infrastructure as a Prerequisite: Robust, shared data infrastructure is an essential starting point for AI, not an afterthought.
- Communities must have agency over data: deploy participatory methodologies to examine bias, representation, and harms before they are amplified by MEL systems.
- Adaptive monitoring over static reporting – AI detects anomalies, closes gaps, and enables course correction before programmes fail. The cost of delay is real in climate, health, agriculture, and social protection.
- Data quality is the real AI readiness gap – fragmented or biased administrative data doesn't get fixed by AI, it gets scaled. Interoperability and frontline usability must come first.
- Institutionalise privacy-by-design aligned with the DPDP Act 2023 & WHO/ICMR principles to ensure data security, reduce algorithmic bias, and sustain public trust.
- Ethical Safeguards: Transparency, explainability, and human-in-the-loop mechanisms are non-negotiable to prevent AI from becoming a “black box” for welfare decisions.

SESSION 3

Innovations in M&E and Adaptive M&E Systems



Session Overview

- **Theme of the panel:** Innovations in M&E and Adaptive M&E Systems with the following sub-themes:
 - Innovations in the sphere of M&E in the recent past
 - Real Time Data Monitoring and Swift Policy Response
 - Agile and Adaptive Evaluation Systems and Sharing of Experience from Key Sectors (Health, Climate, Economic Systems, Demography)
 - Using Evaluation Designs in Recognitions of Nature and Quality of Intervention
- **Date, time of the session:** 7 May 2026, 4:00 PM -5:30 PM
- **Moderator:** Shri Antony Cyriac, Economic Adviser, MoSPI
- **Session Speakers:** Mr. Amil Epa (President, Sri Lanka Evaluation Association – SLEvA); Ms. Megan Grace Kennedy-Chouane (Head of Evaluation Unit, OECD Development Co-operation Directorate); Dr. Rajib Nandi (Co-founder, ECOI); Dr. Shyam Singh (Professor, Institute of Rural Management Anand (IRMA), Tribhuvan Sahkari University); Dr. Sanjay Kumar (Population Dynamics and Research Specialist, UNFPA).

Session Highlights

1. The session emphasized the need for M&E systems to transition from compliance-based and static approaches toward agile, adaptive, and learning-oriented systems capable of responding effectively to socio-economic shocks and rapidly changing policy environments.
2. Discussions highlighted the importance of integrating AI, geospatial technologies, administrative databases, and citizen feedback with participatory and community-based approaches, while balancing the speed of real-time data systems with methodological rigor, contextual understanding, and evidence reliability.
3. Panellists collectively underscored that resilient governance requires institutional cultures that use continuous evidence for decision-making, supported by strengthened internal government capacity, interoperable data systems, predictive analytics, and embedded learning loops for ongoing programme improvement.

Summary of Discussions

Round 1

- **[Moderator] Shri Antony Cyriac (MoSPI)** - Opened the session by highlighting that while socio-economic shocks transmit rapidly, the need for reliable conclusions remains non-negotiable, as wrong findings can lead to irreversible policy harm. He emphasized two key points: first, that changing demands require a re-look at traditional sampling methodologies; and second, that monitoring is not a substitute for evaluation, as the former provides data while the latter provides the necessary causality and diagnostics.

- **Ms. Megan Grace Kennedy-Chouane (OECD)** - Discussed the paradigm shift from compliance-based M&E to “disciplined flexibility.” She emphasized that in an era of poly-crises (climate, pandemics), systems must prioritize learning over mere reporting. The speaker highlighted comparable data as a mainstay of crisis-ready evaluation systems and highlighted generating evidence that was comparable across core questions that can aid government decision-making. The discussion also explored the evolving role of evaluators as both independent assessors and adaptive policy advisors during crises.
- **Dr. Rajib Nandi (ECOI)** - Defined innovative monitoring as “continuous sense-making.” He argued for a shift away from single-source MIS toward integrated data ecosystems that triangulate administrative data, mobile monitoring, and citizen feedback. His central theme was the importance of “good enough” evidence—data that is sufficiently rigorous to guide urgent decisions during a crisis without waiting for perfect, long-term evaluations.
- **Dr. Shyam Singh (IRMA)** - Focused on the human and social dimensions of adaptive systems. He stressed that technological innovations in monitoring must be grounded in local social relations and social capital. He advocated for participatory monitoring systems where local communities are empowered and incentivized to collect and use their own data, ensuring that the M&E process is inclusive and contextually accurate.
- **Mr. Amil Epa (SLEvA)** - Shared institutional lessons from Sri Lanka, noting that while the country has established a strong monitoring framework within its broader M&E architecture, there remains significant scope for further strengthening evaluation systems and capacities. He emphasized the need to reduce dependency on external consultants by building internal government capacity. He also discussed the importance of decentralized data mechanisms that allow local officials to make decisions when central communication lines are severed during disasters.
- **Dr. Sanjay Kumar (UNFPA)** - Addressed the role of advanced analytics in ensuring equity. He introduced the use of predictive tools like CART (Classification and Regression Tree) analysis to identify intersectional vulnerabilities. His theme centered on using high-end data to make “invisible” marginalized groups visible, ensuring that M&E systems help target interventions for those furthest behind.

Round 2

- **[Moderator] Shri Antony Cyriac (MoSPI)** - Before starting the second round, noted that while capacity building has improved over the last two decades, it remains a challenge. He explained that Round 2 was designed to leverage the specific technical expertise of each speaker to address more nuanced questions, such as the use of predictive analytics and remote data collection.
- **Ms. Megan Grace Kennedy-Chouane (OECD)** - Elaborated on maintaining rigor within adaptive systems. She argued that “adaptive” does not mean “lesser quality,” but rather requires a stable methodological architecture that can accommodate rapid

feedback. She highlighted that for evaluation to lead to systemic change, it must be embedded within the organizational culture of learning.

- **Dr. Rajib Nandi (ECOI)** - Discussed the practicalities of institutionalizing these systems. He noted that static dashboards are often ignored; instead, innovation lies in creating systems that trigger specific administrative alerts and course corrections. He called for interoperability across government departments to create a unified view of beneficiary needs.
- **Dr. Shyam Singh (IRMA)** - Focused on the ethical considerations of AI and technology in M&E. He warned that while AI can process massive volumes of data, it lacks contextual nuance. He advocated for “human-in-the-loop” systems where technology assists but does not replace the qualitative insights gained through community engagement.
- **Mr. Amil Epa (SLEvA)** - Detailed the necessity of “Learning Loops” within government. He explained that evaluation findings often gather dust unless there are formal administrative requirements to discuss and act upon them. He recommended structural changes that link M&E findings directly to budget allocations and program design.
- **Dr. Sanjay Kumar (UNFPA)** - Focused on the technical challenge of data volume. He explained that the innovation is not just having “big data” but the ability to perform diagnostic evaluations that explain why trends are occurring. He emphasized that AI’s greatest value currently lies in its speed of processing high-volume geospatial and administrative records.

Audience Q&A

Q1. Representative, SETU Aayog, Uttarakhand - In the context of IT-led disruptions or geopolitical disruptions that lead to shortening of policy lifecycles, how do we start adapting by the time we have the result of evaluations?

Ms. Megan Grace Kennedy-Chouane responded, reiterating the importance of the criterion of relevance. She emphasises the need for analysis of changing goals and moving goalposts, to adjust the evaluation. She cited the example of a fuel subsidy program where it was decided to double the amount of fuel subsidy for the poorest household based on an estimated impact of the global fuel shock, underscoring the importance of documentation in adaptive evaluation.

Q2. Official from DMEQ, NITI Aayog- How can evaluation teams balance the need for rapid adaptive learning while maintaining the credibility and comparability of evidence over time?

Dr. Rajib Nandi acknowledged that balancing adaptability with evidence credibility is a significant challenge in evaluation. He noted that evaluation frameworks often remain rigid throughout a project, despite changing implementation realities. He emphasized the importance of being open to revising theories of change and indicator frameworks over time to

ensure evaluations continue capturing relevant information. He stressed that strong evaluator competencies include the ability to anticipate change and prepare alternative approaches or “Plan B and Plan C” as implementation evolves.

Q3. Representative, Government of Gujarat- How are process evaluation, impact evaluation, and needs assessment interconnected in understanding and evaluating government schemes?

Dr. Rajib Nandi explained that needs assessment, process evaluation, and impact evaluation serve different but complementary roles in programme evaluation. He noted that needs assessment is typically conducted before programme design to identify implementation requirements and innovation needs. Process evaluation, on the other hand, examines whether implementation is proceeding as intended and helps create continuous learning loops during execution. He emphasized that evaluation should not be treated as an afterthought, but integrated into programme design from the outset.

Key takeaways from the session

- Transition from static approaches to adaptive, learning-oriented mechanisms, while maintaining a rigorous core methodology with flexibility in implementation.
- Shift to Adaptive Management: Moving from periodic reporting to continuous learning cycles.
- Data Triangulation: Building integrated ecosystems using GIS, MIS, and citizen feedback.
- Methodological Rigor: Using rapid and developmental evaluation models without sacrificing scientific integrity.
- Predictive Targeting: Using tools like CART analysis to address equity and intersectionality.

DAY 1: CLOSING REMARKS



Sh. S. Arputhaswamy,
Economic Adviser, DMEO

Sh. S. Arputhaswamy, in his closing remarks for Day 1 of NCMEL 2026, reflected on the insightful deliberations held throughout the day and underscored the importance of robust monitoring and evaluation systems in strengthening evidence-based governance. He highlighted the discussions on adaptive evaluation frameworks, responsible use of AI and data sciences, and the growing role of real-time and context-driven evidence in improving development outcomes. He also expressed appreciation to the speakers, moderators, participants, and organizing teams for their valuable contributions and looked forward to continued deliberations on global best practices, South-South collaboration, and Centre-State partnerships during Day 2 of the Conference.

DAY 2: KEYNOTE ADDRESS



Sh. B.V.R. Subrahmanyam,
Former CEO, NITI Aayog

Sh. B.V.R. Subrahmanyam reflected on the evolution of India's monitoring, evaluation, research, and learning ecosystem and underscored the growing importance of evidence-based governance in achieving the vision of Viksit Bharat @2047. Highlighting the journey of NCMEEL from institutionalizing M&E practices to strengthening development through global and national M&E frameworks, he emphasized that monitoring and evaluation are not merely procedural exercises, but instruments of accountability that ensure effective and efficient utilization of public resources for national development priorities.

He stressed that robust M&E systems help bridge the gap between policy intent and actual impact on citizens' lives by identifying implementation gaps, generating actionable insights, and enabling timely course correction. Referring to India's expanding scale of public expenditure and development programmes, he highlighted the increasing responsibility of institutions such as DMEO in ensuring value for money, improving programme efficiency, and supporting evidence-driven budgeting and policymaking processes.

He also highlighted several key initiatives led by NITI Aayog and DMEO, including the Output-Outcome Monitoring Framework (OOMF), Aspirational Districts and Aspirational Blocks Programmes, State Support Mission, National Data and Analytics Platform (NDAP), and the establishment of State Institutions for Transformation (SITs). He noted that these initiatives have strengthened cooperative federalism, promoted real-time monitoring and cross-learning, and encouraged greater use of data and evaluation findings in governance and decision-making.

Emphasizing the growing role of technology in governance, he underlined the transformative potential of Artificial Intelligence, machine learning, and real-time data systems in strengthening monitoring and

evaluation practices. At the same time, he stressed the importance of ethical and responsible use of AI, noting that technology should support and strengthen human decision-making rather than replace it. He further highlighted the importance of learning from global evaluation systems while adapting international best practices to India's unique governance and development context.

SESSION 4

Global Perspectives on M&E



Session Overview

- **Theme of the panel:** Strengthening Monitoring & Evaluation systems to support evidence-based policymaking, accountability, institutional learning, and effective governance.
- **Date, time of the session:** 8 May 2026, 9:45 AM-11:00 AM
- **Chair :** Shri Dhrijesh Kumar Tiwari, Joint Secretary, DME0
- **Session Speakers:** Dr. Emmanuel Jimenez (Director General, Independent Evaluation Department, Asian Development Bank) ; Dr. Esther Kaggwa (Regional Evaluation Advisor, United Nations Children's Fund South Asia) ; Ms. Andrea M. Wojnar (Representative for India and Country Director Bhutan, United Nations Population Fund)

Session Highlights

1. The session examined how institutions such as UNFPA, ADB, UNICEF, and DME0 structure evaluation systems to balance accountability, organizational learning, and evidence-based policymaking within governance systems.
2. Key challenges discussed included the evaluation-use gap, weak data ecosystems, uneven subnational capacities, fragmented multilateral support, and the difficulty of ensuring that evaluation findings reach policymakers in a timely, accessible, and actionable form.
3. Speakers emphasized that effective evaluation systems require more than technical methodologies; they depend on institutional ownership, strategic positioning of evaluation functions within decision-making structures, user-centred communication of findings, and sustained capacity development mechanisms.

The panel collectively highlighted that the future of evaluation lies in combining methodological rigor with human-centred insights, adaptive learning, political economy understanding, effective communication, and AI-enabled knowledge systems to generate timely and decision-ready evidence for public policy.

Summary of Discussions

Round 1

- **[Chair] Shri Dhrijesh Kumar Tiwari (DME0)** - Shri Tiwari set the context for the session by outlining DME0's evolving role in strengthening India's monitoring and evaluation ecosystem through institutionalized data governance, evidence-based policymaking, and integration of evaluation into public expenditure systems. He highlighted two major initiatives led by DME0: the Output-Outcome Monitoring Framework (OOMF), which uses SMART indicators for target-versus-achievement monitoring and is being transitioned from annual to quarterly tracking from 2026 onwards; and the Data Governance Quality Index (DGQI), a self-assessment framework now covering 174 ministries and over 650 schemes. He noted the significant improvement

in DGQI scores across ministries and emphasized that DMEO's evaluation reports are formally linked with the appraisal and budgeting process through submission to the Department of Expenditure and tabling in Parliament. Shri Tiwari also drew attention to persistent challenges including weak baseline data, uneven evaluation capacities across states, and limitations in external evaluation quality. He stressed the need to embed evaluation frameworks at the scheme design stage itself and highlighted the growing role of AI and digital systems in strengthening administrative data quality and evidence generation.

- **Ms. Andrea M. Wojnar (UNFPA)**- Ms. Andrea highlighted UNFPA's approach to evaluation at the intersection of demographic transition and normative transformation. She emphasized that evaluation should move beyond measuring outputs to understanding long-term systemic and behavioural change. UNFPA follows OECD-DAC evaluation criteria but places particular emphasis on context-sensitive approaches, contribution analysis, and inclusion of vulnerable populations. She underlined that weak data ecosystems, uneven institutional capacities, and the "evaluation use gap" remain key global challenges.
 - Through the Bihar child marriage case, she demonstrated how evaluation findings can influence the shift from attribution to contribution, policy prioritization and resource allocation. Ms. Andrea also stressed that evaluation reports often fail because they are lengthy, technical, and untimely. She advocated for concise, right-based outcome and action-oriented evaluation products tailored to policymakers.
 - She concluded by stating that future evaluators must evolve from compliance monitors to facilitators, learning partners, communicators, and systems interpreters with stronger skills in political economy analysis, storytelling, behavioral insights, and data visualization.
- **Dr. Emmanuel Jimenez (ADB)** - Dr. Emmanuel discussed ADB's independent evaluation architecture and its role in ensuring both accountability and organizational learning. He explained that ADB's evaluation office reports directly to the Board of Directors, ensuring institutional independence and safeguarding credibility. ADB evaluates projects, country partnership strategies, thematic sectors, and organizational reforms using OECD-DAC criteria. Examples from urban development, education, health, gender, and corporate evaluations were also highlighted. He elaborated on ADB's self-assessment and validation mechanism, wherein project teams prepare completion reports and the Independent Evaluation Department validates the findings. He noted that around 70–80% of ADB projects are considered successful, though challenges remain in sectors such as water, transport, and urban infrastructure.

Dr. Emmanuel emphasized the importance of management ownership, tracking action plans, and ensuring recommendations are implemented. He also stressed that evaluations must be concise, message-driven, and continuously communicated throughout the evaluation process. He highlighted ADB's use of AI tools to extract lessons from evaluation reports and improve knowledge accessibility for future project design and decision-making.

- **Dr. Esther Kaggwa (UNICEF)-** Dr. Esther presented UNICEF's decentralized evaluation model focused on child rights, evidence generation, and institutional strengthening. She explained that UNICEF's evaluation system spans global, regional, and country offices while maintaining independence from programme implementation structures. She emphasized that evaluation success should be measured not by the number of studies conducted but by influence and utilization. A major focus of her presentation was on partnerships and evaluation capacity development.

She questioned whether current approaches to training and workshops are generating sustainable institutional change and argued for a systems-based approach to evaluation strengthening. Esther emphasized the need for coordinated partner support, sustainability planning, and stronger knowledge management systems. She reflected on repetitive training models and called for introspection within the evaluation community. She further added that evaluation capacity development must move beyond isolated events toward long-term processes that create functioning evaluation ecosystems with stronger policy uptake, contextualization, and institutional learning.

Round 2

- **[Chair] Shri Dhrijesh Kumar Tiwari (DMEO)-** Shri Tiwari contextualized the discussion by outlining DMEO's institutional mechanisms for integrating evaluation within governance, budgeting, and policy appraisal systems. He highlighted that evaluation activities are primarily funded by the Government of India, except in externally aided projects where evaluation provisions are embedded within project agreements. He noted that all 244 evaluation reports undertaken by DMEO are formally submitted to the Department of Expenditure and concerned implementing ministries, with recommendations feeding into Expenditure Finance Committee (EFC) appraisals for scheme continuation, merger, restructuring, and policy course correction. Emphasizing the importance of continuous monitoring and adaptive governance, he confirmed the transition toward quarterly OOMF monitoring from the current financial year. Shri Tiwari also highlighted DMEO's REESI+C+E framework, collaborations with universities, and Statements of Intent (SOIs) with knowledge partners for structured technical exchange and capacity strengthening. He further acknowledged the continuing challenge of systematically measuring the extent to which evaluation findings directly shape policy decisions, identifying this as an important gap for future strengthening within India's evaluation ecosystem.
- **Ms. Andrea M. Wojnar (UNFPA) –** Ms. Andrea emphasized that timing and ownership are central to making evaluations useful. She argued that evaluation findings lose relevance when they are delivered after policy or budget decisions have already been taken. UNFPA therefore ring-fences evaluation budgets and integrates evaluation planning from the inception stage. She stressed stakeholder ownership, especially participation from communities and beneficiaries, to ensure that evaluation findings are actionable and sustainable. Andrea advocated for investments in National

System developments, user-centred evaluation designs and communication strategies that policymakers can readily understand. She further explained that evaluations should facilitate adaptive learning rather than function as retrospective compliance exercises. According to her, future evaluation systems must bridge rigorous evidence with human-centred insights to influence strategic decisions effectively.

- **Dr. Emmanuel Jimenez (ADB)** – Dr. Emmanuel elaborated on institutional learning mechanisms within ADB. He highlighted the Management Action Record System (MARS), under which management must prepare action plans within three months of accepting recommendations. These actions are tracked over five years to ensure accountability. He stated that while management agreement with recommendations exceeds 90%, implementation remains around 75%, indicating persistent institutional challenges. Dr. Emmanuel emphasized continuous evaluator-management engagement to avoid “surprise findings” and strengthen learning uptake. He also highlighted the importance of shorter evaluation reports and AI-enabled lesson learning systems for operational relevance and accessibility.
- **Dr. Esther Kaggwa (UNICEF)** - Dr. Esther explained challenges in evaluation capacity development and knowledge management like limited framework and guiding policies, government staff turnover, insufficient culture of evidence use, dissociated monitoring and evaluation systems, lack of focus at the sub national level, lack of coordination by partners supporting government. She emphasized the need for sustainability planning, cascade training models, institutional embedding, and stronger policy coherence among development partners. Dr. Esther stressed that knowledge management should be viewed as a process rather than a one-time event. She also highlighted the need for segmentation of stakeholders, contextualized dissemination, and identifying institutional bottlenecks that hinder evidence use

Audience Q&A

Q1. Representative, Government of Tamil Nadu – How many of DMEO’s evaluation reports have concretely influenced policy decisions or scheme redesign, and what mechanisms ensure that evaluation findings are translated into actionable policy change?

Panelists highlighted that evaluation uptake depends significantly on institutional incentive structures, positioning of M&E systems within decision-making hierarchies, and formal integration of evaluation findings into appraisal and budgeting processes. It was noted that evaluations are more effectively utilized when framed as instruments for learning and programme improvement rather than compliance alone.

Q2. Representative, Rajya NITI Aayog, Chhattisgarh – What is the single most effective institutional mechanism for closing the loop between evidence generation and policy action?

Speakers emphasized the importance of strategically positioning evaluation systems with direct access to senior leadership and decision-making bodies. The discussion highlighted that formal mechanisms linking evaluation recommendations with appraisal cycles, management action plans, and programme redesign processes are critical for strengthening evidence use within governance systems.

Q3. Representative, Government of Assam – What proportion of evaluations in India are financed through domestic resources versus external funding, and how can coordination among external partners supporting evaluation capacity be strengthened?

The discussion clarified that most evaluations are funded through Government of India resources, while externally aided projects include evaluation provisions within project agreements. Panellists stressed the importance of coherent partner coordination, stronger national ownership, and long-term institutional capacity building to avoid fragmented approaches to evaluation strengthening.

Q4. Representative, Planning Department, Government of Uttar Pradesh – How many of DMEO's evaluation reports have associated action-taken reports, what are the typical responses from departments, and what constitutes an ideal timeline for evaluations?

The response highlighted that evaluation recommendations are formally shared with implementing ministries and feed into appraisal processes for continuation, restructuring, or course correction of schemes. It was emphasized that there is no universally ideal evaluation timeline, as duration depends on study objectives, scope, sample size, field requirements, and implementing agency capability. Panelists noted that evaluation effectiveness depends more on relevance, methodological quality, and timely utilization than on fixed timelines alone.

Q5. Representative, SETU Aayog, Uttarakhand – What distinguishes countries where monitoring and evaluation systems have evolved beyond compliance-driven exercises toward genuine institutionalization?

Panelists observed that successful institutionalization depends on strong political and administrative commitment, integration of M&E within governance and budgeting systems, sustained leadership support, and a culture that values evidence for continuous learning and adaptive policymaking rather than procedural reporting alone.

Key takeaways from the session

- Timing is everything: Evaluations that arrive after budgets are allocated or decisions are made are wasted investments regardless of quality. Planning for timeliness and ring-fencing evaluation budgets from the outset are essential preconditions for utility.
- Ownership drives use: Evaluation findings are acted on when key stakeholders, including end users and beneficiaries, are involved from the design stage. User-centred evaluation design is not optional but fundamental to utility.
- Simplicity and communication: Long, technical reports are not read. Evaluators must package findings in decision-ready formats. ADB has moved from 100+ pages to ~40-page message-driven reports. AI can assist in summarising and making lessons searchable, but prompting skills must be developed alongside tool access.
- From attribution to contribution: For normative, social-change programmes, linear attribution is rarely possible. The Bihar investment case (UNFPA) exemplified how contribution analysis combined with a financial lens can meaningfully influence government portfolio decisions and resource allocation.
- Independence with engagement: Evaluators must be independent but not isolated. Continuous engagement with management during (not only after) evaluations prevents surprise and improves the likelihood of recommendations being accepted and implemented.
- Capacity must cascade: Training individuals without plans to institutionalise and cascade knowledge within ministries and to subnational levels fails to build sustainable evaluation systems. India's absence of structured M&E degree programmes in universities is a gap urgently requiring attention.
- India's DMEO model as an emerging best practice: UNFPA and UNICEF explicitly commended DMEO's approach- building evaluation capacity within government, creating institutional mechanisms (OOMF, DGQI), and inviting international learning, as a model for other countries. The DGQI's improvement from 2.29 to 3.95/5 in four years was cited as a concrete, measurable indicator of system-level progress.

SESSION 5

Bridging Borders through Evaluation: NDB and its Partners Advancing Cross-Country Learning and Collaboration



Session Overview

- **Date, time of the session:** 8 May, 11:30 AM-1:00 PM
- **Moderator:** Ms. Fariha Ahmed, Partnerships Specialist, Independent Evaluation Office, NDB
- **Session Speakers:** Mr. Henrique Pissaia (Principal Professional, Independent Evaluation Office, New Development Bank) ; Mr. Eskender Zeleke (Head of Independent Evaluation at Asian Infrastructure Investment Bank, Complaints-resolution, Evaluation, and Integrity Unit (CEIU); Mona Fetouh Saleh (Deputy Director, Independent Office of Evaluation, International Fund for Agriculture Development (IFAD) ;Ms. Edeshri Moodely (Head of Evaluation, Development Bank of Southern Development (DBSA)

Session Highlights

1. The session emphasized that evaluation frameworks and findings must be adapted to local socio-economic, institutional, and cultural contexts rather than directly replicating global models. Discussions highlighted the transition from traditional Monitoring & Evaluation (M&E) approaches towards Monitoring, Evaluation, and Learning (MEL) systems that support adaptive governance and continuous policy improvement.
2. Speakers stressed the importance of building local ownership, strengthening institutional capacities, improving data systems, and standardizing indicators to ensure effective evidence-based policymaking. Evaluation was viewed not only as an accountability mechanism but also as a tool for informed decision-making and improved programme performance.
3. The session highlighted the value of partnerships, joint evaluations, integrated monitoring systems, and knowledge-sharing platforms in promoting cross-country learning and collaboration. Participants underscored that inclusive evaluation practices and collaborative learning mechanisms are essential for strengthening national and global evaluation ecosystems.

Summary of Discussions

Round 1

- **[Moderator] Ms. Fariha Ahmed (NDB)** - Setting the context for the discussion, Ms. Fariha Ahmed highlighted the growing importance of context-sensitive evaluation systems, institutional ownership, and cross-country collaboration in strengthening evidence-based policymaking. She framed the discussion around how evaluation systems can move beyond standardized global approaches towards adaptive, learning-oriented frameworks that are responsive to local governance, socio-economic, and institutional realities.
- **Mr. Eskender Zeleke (AIIB)** - Shared key insights on how countries can effectively learn from one another through evaluation and cross-country collaboration. He emphasized three important elements for successful learning and adaptation:

context, ownership, and evidence. He highlighted that countries should not directly replicate projects or policies implemented elsewhere. Instead, they should focus on understanding the principles, implementation processes, and enabling conditions behind successful interventions. Since every country has unique social, economic, institutional, and political realities, policies must be adapted to local contexts rather than copied in the same form. Mr. Zeleke also stressed the importance of national ownership in the evaluation and implementation process.

- **Ms. Edeshri Moodley (DBSA)** - Emphasized the importance of integrating local realities into evaluation frameworks while discussing how regional development institutions operate across countries. Referring to the OECD-DAC principles and the “Made in Africa Evaluation” (MAE) framework, she highlighted the need to incorporate indigenous knowledge systems and local perspectives into evaluations. She stressed that evaluations should not rely only on external methodologies, but must reflect the social, cultural, and institutional context of the country. Ms. Moodley also noted that cultural norms and community dynamics significantly influence programme implementation and evaluation outcomes. Therefore, evaluators must internalize these local dimensions to ensure evaluations are context-sensitive, inclusive, and relevant for local communities.
- **Ms. Mona Fetouh Saleh (IFAD)** - Focused on the importance of strengthening knowledge transfer mechanisms and building institutional capacity for effective evaluation practices. She emphasized that sustainable cross-country learning requires continuous technical support, structured knowledge-sharing platforms, and investments in local capacity building. According to her, developing the skills and capabilities of institutions and evaluators is essential for improving the quality, use, and long-term impact of evaluations.
- **Mr. Henrique Pissaia (NDB)** - Shared that the institution’s evaluation function was established only four years ago while discussing how the New Development Bank (NDB) is building its evaluation foundations. He highlighted several projects implemented in India, including initiatives in Himachal Pradesh focused on portfolio evaluation and projects in Delhi and Meerut that emphasized real-time evaluation approaches. He also emphasized the importance of strengthening rigor and inclusiveness in evaluation practices, noting how equity considerations have increasingly been integrated into the OECD framework. Further, he highlighted that each country should adapt evaluation approaches to its own context rather than applying uniform models. He stressed the importance of translating evaluation frameworks, findings, and methodologies into local languages to improve accessibility, stakeholder participation, and the effective use of evaluation outcomes at the community level.

Round 2

- **[Moderator] Ms. Fariha Ahmed (NDB)** - Emphasized the need to strengthen Monitoring, Evaluation, and Learning (MEL) systems through partnerships, integrated monitoring frameworks, standardized indicators, and continuous institutional learning. The discussion was framed around improving data credibility, enhancing utilization

of evaluation findings, promoting collaborative evaluations, and strengthening institutional capacities for more effective and accountable governance systems.

- **Mr. Eskender Zeleke (AIIB)** - While responding to a question on the partnership measures being adopted by the New Development Bank, highlighted that partnerships should move beyond mere knowledge-sharing platforms toward deeper integration into real-time implementation and learning processes. He emphasized that collaboration should enable continuous exchange of experiences, adaptive learning, and practical application of evaluation findings across institutions and countries. He also recommended creating incentives that encourage learning, innovation, and institutional collaboration in the evaluation ecosystem. Further, he stressed that evaluation partnerships should increasingly focus on emerging global challenges such as climate change, sustainability, and resilience. According to him, these issues require stronger cross-country cooperation, contextual learning, and evidence-based approaches to support long-term and inclusive development outcomes.
- **Ms. Edeshri Moodley (DBSA)**- Shared insights on the challenges of integrating evaluation frameworks within regional contexts and the strategies adopted to address them. She explained that one of the key challenges is ensuring that evaluation approaches remain relevant to local realities rather than relying entirely on standardized global models. To address this, nearly 80% of the evaluation component is carried out in-house, enabling more tailored and context-specific adoption of evaluation practices. She also highlighted initiatives focused on strengthening evaluation capacity, particularly the Young Evaluators Programme, which is designed as a 2–3 year capacity-building initiative for developing expertise in the evaluation space. She noted that the programme focuses entirely on technical learning and practical exposure, without involving administrative responsibilities. Ms. Moodley further emphasized that equity and inclusion are integrated across all programmes, with particular attention to women, youth, and persons with disabilities. Moreover, she highlighted that evaluation has been institutionalized through the adoption of a National Evaluation Policy, strengthening the long-term role of evidence-based policymaking and accountability within the system.
- **Ms. Mona Fetouh Saleh (IFAD)** - Focused on the importance of adopting joint evaluation approaches through partnerships and collaboration with different countries to strengthen evaluation systems and learning. While discussing the utilisation of evaluation, she emphasized that collaborative evaluations help countries exchange experiences, adapt successful practices, and improve the relevance of evaluation findings across different contexts. She also highlighted the importance of building evaluation capacity at the subnational level to ensure that evaluation findings are effectively used in programme implementation and decision-making. According to her, strengthening local institutional capacity enables better ownership, improved evidence use, and more effective integration of evaluation into development planning processes.

- **Mr. Henrique Pissaia (NDB)** - Focused on similar aspects of strengthening evaluation systems through collaboration, contextual adaptation, and institutional learning. He emphasized that countries should not directly replicate evaluation models, but instead adapt them according to their own social, institutional, and developmental contexts. He highlighted the importance of partnerships, knowledge exchange, and capacity building in enabling countries to adopt evaluation practices effectively. He also stressed that translating evaluation frameworks and findings into local contexts and operational realities is essential for improving ownership, participation, and the practical use of evaluation outcomes in policymaking and programme implementation.

Audience Q&A

Q1. Representative from e-GOV: Raised a question on how evaluators identify elements that can be transferred across borders and those that require contextualization within local systems.

In response, the speaker referred to flagship evaluations conducted in countries such as Pakistan and South Africa, which focused strongly on learning-oriented approaches. The speaker highlighted that effective cross-country learning is generally built around three important dimensions: context, evidence, and ownership. It was emphasized that countries should not directly replicate models from elsewhere, but instead understand the underlying principles, implementation conditions, and institutional realities before adapting them locally. The speaker also stressed the importance of engaging with diverse stakeholders, taking calculated risks, and incorporating multiple viewpoints to improve the relevance and applicability of evaluation findings.

Q2. Representative from OECD: Further clarification was sought on external validation of evaluation findings and globally accepted approaches for contextualization.

In response, the speaker emphasized that contextualization requires continuous learning, stakeholder engagement, and adaptation to local governance and socio-economic realities. It was noted that evaluation systems should move beyond standardized approaches and remain flexible to local implementation conditions. The discussion highlighted that evaluations become more meaningful when they integrate local perspectives, institutional ownership, and evidence generated from ground-level experiences. The speaker also underlined the importance of learning exchanges, collaborative evaluations, and knowledge-sharing platforms in strengthening global evaluation practices.

Q3. DG, DMEO: Raised a query regarding how standardized indicators are developed to ensure a single source of reliable data across departments, and whether efforts are made to ensure uniformity in data collection processes.

In response, it was explained that different sectoral departments are jointly onboarded during the planning stage to develop and adopt a standardized set of indicators. These indicators are integrated into departmental plans and uniformly followed across sectors. For monitoring purposes, the Department of Planning collects data against these indicators on a quarterly basis. The speaker further highlighted that institutionalization of monitoring and evaluation systems

is a gradual process that has evolved over time, including the establishment of automated systems across provinces to strengthen consistency in data collection and reporting. It was also noted that these indicators are legislated through Public Finance Management frameworks, ensuring that all provincial departments follow a common set of indicators within their plans. After quarterly data collection, the standardized datasets are shared with the Auditor General for verification and audit purposes. At the end of the financial year, departmental performance is assessed against the agreed indicators, thereby strengthening data credibility and accountability. The verified data is subsequently utilized for budgeting, value assessment, and reporting within provincial legislatures and national governance systems.

Key takeaways from the session

- The session highlighted the importance of adapting evaluation systems to local governance, institutional, and socio-cultural realities rather than adopting uniform global approaches. Speakers emphasized that contextualization is essential for meaningful cross-country learning and effective utilization of evaluation findings.
- Discussions underscored the importance of institutional ownership in strengthening evaluation systems. Emphasis was placed on embedding standardized indicators within planning and public finance systems to improve accountability, data credibility, and evidence-based decision-making.
- The importance of automated and integrated monitoring systems across provinces and departments emerged as a key operational insight for improving consistency, coordination, and reporting mechanisms.
- Speakers emphasized the need to position evaluation as a continuous learning mechanism rather than only an accountability exercise, highlighting the gradual shift from traditional Monitoring and Evaluation (M&E) approaches towards Monitoring, Evaluation, and Learning (MEL) systems that support adaptive governance and policy improvement.
- The session highlighted the value of partnerships and collaborative evaluations in facilitating knowledge exchange, institutional learning, and transfer of good practices across countries and organizations.
- Discussions also emphasized the importance of translating evaluation frameworks, methodologies, and findings into local languages and operational contexts to improve accessibility, stakeholder participation, and ownership of evaluation outcomes.

SESSION 6

Monitoring & Evaluation in Indian States/UTs- Widening and Deepening Engagement



Session Overview

- **Theme of the panel:** Monitoring & Evaluation in Indian States/UTs- Widening and Deepening Engagement
- **Date, time of the session:** 8 May 2026, 14:00 PM-15:30 PM
- **Moderator:** Dr. Radha Ashrit, Deputy Director General, MoSPI
- **Session Speakers:** Shri Raj Shekhar Joshi (Former Vice Chairman, SETU Aayog, Uttarakhand); Dr. K. Subramaniam (Member, Chhattisgarh Rajya NITI Aayog); Mr. Nelson Roy Kharchandy (Deputy Director, Directorate of Programme Implementation & Evaluation, Govt of Meghalaya); Dr. Vinod Mishra (Associate Professor in Public Policy, TISS Hyderabad); Mr. Ashish Sahu (Director & Head, Manav Rachna Centre for Capacity Building & Consultancy)

Session Highlights

1. The session emphasized that M&E systems in States and UTs remain largely output-focused and insufficiently integrated into governance processes. Discussions highlighted the urgent need for institutionalizing evaluation frameworks within programme design, ensuring dedicated funding, and strengthening human resource capacity through sustained training and partnerships with academic institutions.
2. Panelists underscored the importance of collaborative and evidence-driven governance by bridging institutional silos between government agencies, DMEOs, and academia. Academic institutions were identified as key partners for evidence generation, applied research, and developing a continuous pipeline of skilled evaluation professionals.
3. The session concluded that strengthening participatory and technology-enabled evaluation systems is critical for transparent and outcome-oriented governance. The adoption of AI-driven analytics, IT-enabled monitoring, and decentralized social audits was seen as essential for improving accountability, grievance redressal, public trust, and achieving long-term developmental outcomes.

Summary of Discussions

Round 1

- **[Moderator] Dr. Radha Ashrit (MoSPI)** - Setting the context for the discussion, Dr. Radha Ashrit highlighted the growing importance of decentralized and evidence-driven Monitoring and Evaluation (M&E) systems in strengthening governance and policy effectiveness at the State level. The discussion was framed around the role of independent evaluation institutions, the integration of evaluation within governance processes, and the use of evidence for policy course correction and programme improvement. Dr. Ashrit also emphasized the need for stronger institutional mechanisms, academic engagement, and sustainable capacity-building frameworks to strengthen decentralized evaluation ecosystems across States.

- **Shri Raj Shekhar Joshi (SETU Aayog, Uttarakhand)** - Highlighted the critical role of states in India's progress, asserting that effective monitoring and evaluation systems are the "holy trinity" of determining a program's purpose. He shared insights from Uttarakhand's SETU Aayog, where a dedicated M&E vertical operates independently with domain experts and engaged academic institutions like Pantnagar University. Highlighting practical applications, he discussed the Border Area Development program, which evolved from merely building infrastructure to improving local livelihoods. A key innovation was integrating armed forces, such as the ITBP, into the local economic ecosystem rather than sourcing materials externally. He concluded that improving M&E effectiveness requires a strong focus on capacity building, evaluating efficiency, and fostering a collaborative ecosystem between the government and institutions.
- **Dr. K. Subramaniam (Rajya NITI Aayog)** - Reflected on Chhattisgarh's substantial progress in human development indicators, while noting a critical gap: governance heavily focuses on outputs rather than granular outcomes. He stressed that M&E remains a peripheral activity, with dedicated departmental cells significantly understaffed and lacking adequately trained personnel. To build a robust ecosystem, he emphasized the urgent need for horizontal and vertical departmental integration to track public programs accurately. Furthermore, he pointed out that while management information systems collect massive data, this raw data is rarely analyzed or translated into actionable policy insights. To address this, he advocated for rigorous capacity building, sensitization of state employees through academies, and incentivizing departments that successfully adopt robust outcome-based evaluation systems.
- **Mr. Nelson Roy Kharchandy (Govt of Meghalaya)** - Detailed Meghalaya's institutionalized approach to M&E, driven by the enactment of the Meghalaya Community Participation and Public Services Social Audit Act of 2017. Designed to fix real-world governance challenges like limited transparency, this framework mandates concurrent course correction and public service reviews. He explained the operational structure, where a dedicated state society deploys trained social audit facilitators drawn from NGOs and self-help groups to villages. These systematic audits culminate in open public hearings where communities express grievances and resolve issues with implementing agencies instantly. By fostering inclusive participation, this highly consultative process effectively detects fraudulent activities, resolves implementation delays, ensures absolute accountability, and ultimately strengthens public trust and confidence in decentralized state governance mechanisms.
- **Dr. Vinod Mishra (TISS, Hyderabad)** - Emphasized the need to distinguish clearly between routine program monitoring and rigorous impact evaluation within Indian academia. Drawing on his experience with Telangana's rapid round surveys, he highlighted how decentralized M&E helps assess strict program compliance and contextual implementation. He proposed three vital roles for

academic institutions: first, evolving into active hubs for independent, context-specific evidence generation aligned with real-world policy questions. Second, acting as essential intermediaries in the big data era by translating raw data into actionable insights through targeted policy briefs and dashboards. Finally, universities must serve as dedicated capacity builders, training government officials and frontline workers in data collection and adaptive learning. He urged universities to become deeply embedded governance partners.

- **Mr. Ashish Sahu (Manav Rachna Centre for Capacity Building & Consultancy)-** Highlighted the unique position of universities to bridge the gap between academic rigor and practical policy relevance. He emphasized that improving evaluation data fundamentally requires sustained capacity building rather than isolated training workshops. To achieve this, he recommended establishing dedicated M&E cells within university structures, tightly linked with State Institutions of Transformation. Advocating for an applied learning approach, he stressed that students must engage in direct field visits to grasp ground realities instead of relying on theoretical instruction. Furthermore, he underscored the necessity of utilizing advanced digital dashboards equipped with predictive AI analytics to translate collected data into actionable inferences, emphasizing that breaking institutional silos is crucial.

Round 2

- **[Moderator] Dr. Radha Ashrit (MoSPI) -** Dr. Radha Ashrit emphasized the need to deepen the institutionalization of Monitoring and Evaluation (M&E) systems through stronger Centre–State collaboration, sustained demand for evidence in policymaking, and long-term institutional capacity development. The discussion was framed around strengthening evaluation ecosystems through quality assurance mechanisms, addressing institutional resistance to evaluation findings, and building sustainable partnerships between governments, academic institutions, and technical organizations to promote evidence-based governance and continuous learning.
- **Shri Raj Shekhar Joshi (SETU Aayog,Uttarakhand) -** Highlighted three crucial pillars for successful center-state collaboration in M&E: culture, program design, and capacity building. He sharply differentiated between the “hardware” of implementation, such as field personnel, and the “software” of implementation, which includes scheme plans, key performance indicators, and governance mechanisms. He pointed out that state-level programs frequently lack the necessary rigor in their initial planning phases. To address this gap, he strongly suggested that DMEO and NITI Aayog should assist states by standardizing this “software” through the provision of model schemes and rigorous evaluation frameworks. By demanding absolute excellence and establishing highly structured university courses, the central government can ensure that M&E methodologies move far beyond superficial, localized data collection practices.

- **Dr. K. Subramaniam (Rajya NITI Aayog)** - Reflected on the positive impacts of applied learning and hands-on M&E training within Chhattisgarh's administrative framework. He firmly stressed that comprehensive evaluation mechanisms must be seamlessly integrated into the governance planning process from the very beginning, complete with strict timelines and financial targets. To identify institutional vulnerabilities, he recommended utilizing Comptroller and Auditor General reports to facilitate timely course corrections. Deeply emphasizing strict accountability for public finance, he called for mandatory outcome-based reporting in the administrative reports regularly presented to the legislative assembly. Finally, to widen the scope of effective governance, he strongly advocated for expanding comprehensive social audit training to all state employees, urban local bodies, and decentralized Panchayati Raj institutions.
- **Mr. Nelson Roy Kharchandy (Govt of Meghalaya)** - Addressing the resistance encountered from government line departments during evaluations, he emphasized that Meghalaya's social audit process is strategically designed as a fact-finding and corrective measure, rather than a fault-finding and punitive exercise. He illustrated the tangible benefits of participatory governance by sharing a compelling example where a routine social audit identified a critical MIS error, directly leading to the prompt reinstatement of a vulnerable woman's old-age pension. He noted that departments are legally obligated to address grievances in a time-bound manner, ensuring strict accountability. To scale and modernize the state's M&E ecosystem, he recommended adopting advanced IT innovations, including specialized mobile applications and dedicated centralized tracking systems, to efficiently monitor and verify field reports.
- **Dr. Vinod Mishra (TISS, Hyderabad)** - Outlined strategies to fully institutionalize M&E within the academic sector, advocating a necessary shift from isolated ad-hoc research to structured, deeply engaged scholarship. He proposed creating dedicated, interdisciplinary M&E cells that seamlessly combine academic research, professional training, and continuous field engagement. To build a robust pipeline of highly trained evaluation professionals, he recommended embedding advanced evaluation techniques directly into existing academic disciplines like economics and public health, alongside launching dedicated degree programs in public policy. Emphasizing the vital importance of mixed-method approaches and immersive experiential learning, he strongly urged university systems to develop dynamic mechanisms capable of conducting rapid-response evaluation studies directly tailored to the urgent, evolving needs of government and state policymakers.
- **Mr. Ashish Sahu (Manav Rachna Centre for Capacity Building & Consultancy)-** To successfully scale up long-term capacity building sustainably, he advocated for implementing a robust train-the-trainer model to rapidly cascade essential M&E skills across massive government departments. He shared a highly successful ongoing initiative with the Haryana government, where structured academic workshops effectively helped state colleges develop their own actionable, long-

term institutional development plans. To permanently move beyond isolated, one-off training sessions, he suggested thoroughly embedding applied M&E practices directly into foundational university curricula. Demonstrating a practical approach to building localized expertise, he proudly announced the proposal of a new two-year public policy fellowship strictly specializing in M&E, ensuring a continuous, reliable pipeline of comprehensively trained evaluation professionals embedded directly within the state's framework.

Audience Q&A

Q1. Representative, Government of Andhra Pradesh – How can Monitoring and Evaluation (M&E) systems remain people-centric and effectively capture the realities of women and vulnerable communities amidst the increasing emphasis on rigorous evaluation practices?

Panelists emphasized that sensitivity towards vulnerable groups must be embedded within programme design and evaluation criteria from the outset. The discussion highlighted the importance of involving beneficiaries directly in evaluation processes and policy dialogues to strengthen ground-level feedback. Speakers further stressed the need for ethical review mechanisms, informed consent procedures, and sensitivity training for field investigators. It was also noted that enumerators should be adequately trained to not only collect information but also understand schemes comprehensively and support beneficiaries during field interactions.

Q2. Representative, Department of Land Resources – How can Meghalaya's M&E framework for conducting social audits within Autonomous District Councils (ADCs) provide lessons for other decentralized states?

The discussion highlighted Meghalaya's use of traditional village dorbars (headmen) as an institutional mechanism for conducting social audits. Prior community intimation and participation of all stakeholders, including relevant line departments, enable collective public hearings and participatory review processes. Panelists noted that this community-driven approach facilitates immediate grievance redressal, strengthens accountability, and helps address implementation bottlenecks through direct engagement and collaborative problem-solving.

Q3. Representative, State SIT – What factors prevent governments from achieving the level of efficiency often observed in the private sector despite operating within the same resource environment?

Speakers acknowledged that governments, as large sovereign institutions, inherently undergo change at a slower pace. However, it was observed that governance systems are increasingly shifting from an outlay-focused approach towards outcome-oriented frameworks. The discussion also highlighted the growing recognition within governments of the value of collaborating with external experts and institutions to strengthen implementation efficiency, although the pace of transformation differs across states.

Key takeaways from the session

- **Sustained Capacity Building:** Transitioning from isolated training workshops to embedded academic curricula, “Train the Trainer” programs, and dedicated M&E fellowships.
- **Data Quality & Actionable Analytics:** Ensuring the collection of high-quality, outcome-based data and utilizing AI-driven digital dashboards to translate raw data into actionable policy insights.
- **Embedded Evaluation Design:** Evaluation frameworks, methodologies, and funding must be integrated into the initial design of government programs (the “software of implementation”), rather than functioning as an afterthought.
- **Participatory Governance:** Expanding social audits and public hearings to empower citizens, enforce transparency, and enable real-time grievance redressal.
- **Strengthened Institutional Partnerships:** Deepening the collaboration between the Center (DMEO/NITI Aayog), States, and Universities, transforming academic institutions into active hubs for evidence generation and policy consulting.
- **Institutionalizing Evaluation:** States must embed M&E frameworks within initial program designs and core governance processes to ensure continuity and outcome-oriented focus.

CONCLUDING REMARKS



Sh. S. P. Srivastava,
DDG, DMEO

Shri S. P. Srivastava, in his closing remarks, reflected on the key learnings and deliberations that emerged during the two-day Conference. He emphasized that monitoring and evaluation must be integrated at the programme design stage itself to ensure meaningful assessment and informed decision-making. Highlighting the importance of combining quantitative data with ground-level realities, he noted that effective evaluation systems must go beyond numbers to capture contextual insights and implementation challenges. He further underlined the growing role of technologies such as Artificial Intelligence, GIS, and data analytics in strengthening M&E systems, while stressing the need for their ethical and responsible application. He also emphasized the importance of adaptive and real-time evaluation mechanisms that enable timely course correction in governance processes. Reflecting on the discussions around state-level systems and institutional partnerships, he noted that strengthening local capacities and collaborations with academic institutions would be critical for sustaining robust evaluation ecosystems. Concluding his address, he reaffirmed DMEO and NITI Aayog's continued commitment towards advancing evidence-based governance and strengthening monitoring and evaluation systems in support of the vision of *Viksit Bharat @2047*, while reiterating that the ultimate purpose of evaluation is not merely to measure outcomes, but to continuously improve governance and development impact.

ANNEXURES

PROGRAMME SCHEDULE

Day 1: 7 May 2026

SN	SESSIONS	TIME
	Registration and Tea @ Venue	09:00 - 09:45 AM
1.	Inaugural Session	09:45 - 11:00 AM
i.	Lighting of the lamp by dignitaries	09:45 - 09:55 AM
ii.	Opening Remarks by <i>Ms. Nidhi Chhibber, CEO, NITI Aayog & DG, DME0</i>	09:55 - 10:10 AM
iii.	Address by <i>Sh. Raj Shekhar Joshi, Former Vice Chairman, SETU Aayog, Uttarakhand</i>	10:10 -10:25 AM
iv.	Address by Guest of Honour- <i>Sh. V. Vualnam, Secretary, Department of Expenditure, Ministry of Finance</i>	10:25 -10:40 AM
v.	Address by Chief Guest- <i>Sh. Suman Bery, Vice-Chairperson, NITI Aayog</i>	10:40 -10:55 AM
vi.	Vote of Thanks by <i>Sh. Dhrijesh Kumar Tiwari, Joint Secretary, DME0</i>	10:55 -11:00 AM
High Tea,Time : 11:00 -11:30 AM		
2.	Session 1: Advancing Evaluation Frameworks and Methods: Global Lessons on integrating Quantitative and Qualitative Evidence <i>Chair: Ms. Nidhi Chhibber, CEO, NITI Aayog & DG, DME0</i>	11:30 AM - 01:00 PM
Lunch,Time: 01:00 -02:00 PM		
3.	Session 2: Integrating AI and Data Sciences in Evaluation Design <i>Moderator: Dr. Abinash Dash, Director, DME0</i>	02:00 -03:30 PM
Tea,Time : 03:30 -04:00 PM		
4.	Session 3: Innovations in M&E and Adaptive M&E Systems <i>Moderator: Sh. Antony Cyriac, Economic Adviser, Ministry of Statistics and Programme Implementation</i>	04:00 -05:30 PM
5.	Concluding Remarks by Sh. S. Arputhaswamy, Economic Adviser, DME0	05:30 -05:45 PM

Day 2 : 8 May 2026

SN	SESSIONS	TIME
	Registration and Tea @ Venue	09:00 -09:30 AM
1.	Address by Sh. B.V.R. Subrahmanyam, Former CEO, NITI Aayog	09:30 - 09:45 AM
2.	Session 4: Global Perspectives on M&E <i>Chair: Sh. Dhrijesh Kumar Tiwari, Joint Secretary, DMEO</i>	09:45 -11:00 AM
Tea,Time : 11:00 -11:30 AM		
3.	Session 5: Bridging Borders through Evaluation: NDB and its Partners Advancing Cross-Country Learning and Collaboration <i>Moderator: Ms. Fariha Ahmed, Partnerships Specialist, Independent Evaluation Office, New Development Bank</i>	11:30 AM - 01:00 PM
Lunch,Time: 01:00 -02:00 PM		
4.	Session 6: Monitoring & Evaluation in Indian States/ UTs - Widening and Deepening Engagement <i>Moderator: Dr. Radha Ashrit, Deputy Director General, Ministry of Statistics and Programme Implementation</i>	02:00 - 03:30 PM
5.	Closing Remarks by Sh. Samarendra Prakash Srivastava, Deputy Director General, DMEO	03:30 -03:45 PM

SPEAKERS' PROFILE

SESSION 1: ADVANCING EVALUATION FRAMEWORKS AND METHODS: GLOBAL LESSONS ON INTEGRATING QUANTITATIVE AND QUALITATIVE EVIDENCE



CHAIR:

Ms. Nidhi Chhibber, CEO NITI Aayog & DG, DMEO

Ms. Nidhi Chhibber is an Indian Administrative Service (IAS) officer of the 1994 batch from the Chhattisgarh cadre. She is currently serving as Chief Executive Officer (CEO) of NITI Aayog and as Director General of the Development Monitoring and Evaluation Office (DMEO), a position she assumed on 30th May 2024. She has been on Central Deputation to the Government of India since 2017.

Ms. Chhibber holds a Master's degree in History, a Bachelor of Laws (LLB), and a Postgraduate Diploma in Intellectual Property Rights. Prior to her current role, she served as Chairperson of the Central Board of Secondary Education (CBSE). Over the course of her career, she has held several key positions across various departments in both the State and Central Governments, contributing extensively to public administration and governance.



Dr. Emmanuel Jimenez, Director General, Independent Evaluation Department at ADB

Emmanuel Jimenez is Director General, Independent Evaluation Department of the Asian Development Bank (ADB). Reporting to ADB's Board of Directors, his responsibilities include assessing ADB's development effectiveness, as well providing lessons to inform ADB operations. Prior to joining ADB, Mr. Jimenez worked as an Independent Consultant who provides advice, and conducts research and training on evaluation, economics, development management, education and social protection programs. Prior to this, he was the Executive Director and CEO of 3ie. In this role, he led and conducted impact evaluations and evidence reviews. He provided strategic direction to the organization as it championed the generation and use of evidence to guide decisions regarding policies and programs that improve lives in low and middle-income countries. Previously, Mr. Jimenez had worked for 30 years in the World Bank Group (WBG) and held several senior management roles across several departments such as the Independent Evaluation Group (IEG), the South Asia, East Asia, and Pacific Groups, and the Policy Research Department. Mr. Jimenez was a faculty member of the Economics Department of Western University in London, Canada. Throughout his career, he has published extensively, including articles in peer-reviewed professional journals, books and reports on economic development and served as managing editor of several international development journals. Mr. Jimenez is a national of Philippines and Canada. He holds a Doctorate in Economics from Brown University in the United States, a Master's degree in Economics from University of Toronto in Canada, and a Bachelor's degree in Economics from McGill University in Canada.



Ms. Ashley Wax, Regional Evaluation Advisor, UNICEF Eastern and Southern Africa Regional Office

Ashley Wax is an experienced evaluation professional with nearly two decades of experience across UNICEF, USAID, and international NGOs, specializing in evaluation, evidence use, and institutional learning in international development.

She currently serves as Regional Evaluation Advisor at UNICEF's Eastern and Southern Africa Regional Office, leading high quality, country led evaluations across 23 countries. Her work focuses on strengthening national evaluation systems, advancing country ownership, and supporting governments and partners to use evidence for decision making. She brings extensive experience in country programme, humanitarian, and multi country evaluations, and is passionate about analytical and creative approaches, amplifying youth voices, and ensuring evidence improves policies.



Ms. Shobhini Mukerji, Executive Director, J-PAL South Asia

Shobhini Mukerji is the Executive Director of the Jameel Poverty Action Lab (J-PAL) South Asia, which she has led since 2011, overseeing partnerships across 20 Indian states, central government agencies, and regional training initiatives. She works with governments, civil society, and development partners to strengthen data-driven policymaking and scale evidence-based social programs across India and South Asia, advising donors and multilaterals on high-impact policy investments. Prior to joining J-PAL, Ms. Mukerji worked with Pratham, one of India's largest non-governmental organizations focused on improving primary education outcomes. Her research interests span education, gender, and employment, and she has co-authored several large-scale randomized evaluations on foundational literacy with Abhijit Banerjee and Esther Duflo. This body of work has contributed to programs currently scaling to reach more than 60 million children across India and Africa. Ms. Mukerji serves on the advisory boards of Community Jameel and Indus Action, is a Board Member at Helvetas, and is a Steering Committee Member of the Jameel Arts and Health Lab in collaboration with the World Health Organization. She holds a Master's degree in Social Research Methods from the London School of Economics and initially joined J-PAL in 2007 as a Research Associate.



Ms. Megan Grace Kennedy-Chouane, Head of Evaluation Unit, OECD Development Co-operation Directorate

Megan is the Head of Evaluation in the OECD's Development Co-operation Directorate, supporting the strengthening of evaluation capacities, establishment of evaluation norms, and coordination and support to the use of evaluation for accountability and learning. She has expertise is supporting evidence-informed policy making and facilitating social change in the context of both domestic policy and international co-operation. Previously, Megan worked on climate mitigation at the Children's Investment Fund Foundation in London and with First 5 California managing a cross-sector collaboration on child well-being. Megan holds a Master's in Public Administration from the Monterey Institute of International Studies and a post-graduate diploma in Children, Youth and Development. She is a US national and lives in Paris, France.

SESSION 2: INTEGRATING AI AND DATA SCIENCES IN EVALUATION DESIGN



MODERATOR:

Dr. Abinash Dash, Director, DMEO, NITI Aayog

Dr. Abinash Dash is Director (Evaluation) at the Development Monitoring and Evaluation Office (DMEO), NITI Aayog, where he leads the evaluation of Government of India schemes across sectors. An IMF Scholar, he holds a PhD in Development Economics from the National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan. His areas of specialization include program and impact evaluation, development economics, health economics, and microeconometrics. With extensive experience in Monitoring, Evaluation, Research, and Learning (MERL), Dr. Dash has played a key role in strengthening evaluation systems and capacity-building initiatives at both national and international levels. He has contributed widely to the field through publications in national and international journals, focusing on evaluation design, systems, and institutional processes.



Dr. G Suresh Reddy, Lead, Strategic Information, I-Tech India

Dr Reddy, Lead of Strategic Information at I-TECH India (part of the I-TECH global network based at the Department of Global Health, University of Washington, USA), brings over 20 years of experience in public health. He specialises in monitoring, evaluation, research, digital health, data science, and building large-scale data systems. Dr Reddy has worked with national and international NGOs in various capacities, including as a Maternal Health Consultant at UNICEF, a Senior Research Fellow at the Lancet Commission, a Performance Expert for NITI Aayog's SATH project, Head – SI Unit, Alliance India, and Country Lead for Learning for Action and Data Science at Jhpiego. He has also worked closely to build the large MER systems of major donor projects - such as the Global Fund, USAID, BMGF, and the Wellcome Trust - focusing on HIV, maternal-child health, and primary care initiatives. A professional certification in Project Management, Google ML Engineer, Social Impact Assessment, and Lean Six Sigma practitioner, he champions data-driven decisions, ethical data use, and innovative digital solutions, including telemedicine, to strengthen health systems.



Dr. Prachi Karkhanis, Associate Director, MEL, Wadhvani AI

Dr. Prachi Karkhanis is a Monitoring, Evaluation, Research and Learning (MERL) expert with extensive experience in designing and leading evaluations of large-scale public sector and social impact programmes across health, agriculture, education, and digital development. She has worked at the intersection of artificial intelligence, and public systems, generating evidence for responsible and scalable innovation.

She currently leads strategic evaluation and research initiatives focused on assessing the impact, adoption, and implementation of AI-enabled solutions in India. Her work spans areas such as public health, school education, agriculture advisory systems, and frontline worker empowerment. Dr. Karkhanis has collaborated with government institutions, multilateral agencies, donors, and research partners and she brings expertise in impact evaluations, implementation science, technology assessments, and translating evidence into policy and programmatic action.



Mr. Gaurav Godhwani, Founder, CivicDataLab

Gaurav Godhwani is co-founder and executive director of CivicDataLab - a research lab harnessing data & responsible AI innovations to enable millions of changemakers and enhance civic engagements in India & other countries, especially in the Asia-Pacific. Over the years, he has been instrumental in shaping data initiatives like DataKind, Open Budgets India, Justice Hub & Open Contracting India. Currently, he is focused on deploying and scaling data & AI innovations to advance sectors like Climate Resilience, Disaster Risk Reduction, Public Finance, Health, Urban Planning, and more.

SESSION 3: INNOVATIONS IN M&E AND ADAPTIVE M&E SYSTEMS



MODERATOR:

Shri Antony Cyriac, Economic Adviser, MoSPI

Antony Cyriac is an Indian Economic Service 1996 batch officer serving as Economic Adviser in the Ministry of Statistics and Programme Implementation. With decades of experience in public policy, he has contributed to economic analysis, fiscal policy, programme evaluation, and development strategy across key institutions of the Government of India.

He began his career in the erstwhile Planning Commission's Programme Evaluation Organisation, becoming part of large-scale evaluation studies. At the Ministry of External Affairs, he was involved in shaping India's development partnerships with other developing countries, particularly Africa. In three stints in the Department of Economic Affairs, he handled a range of subjects including industry, infrastructure, services, macroeconomic analysis, public finance and inflation. As Economic Adviser to the Fifteenth Finance Commission, he contributed to formulating principles governing intergovernmental fiscal transfers. At NITI Aayog's Development Monitoring and Evaluation Office, he served as Deputy Director General and briefly as Acting Director General.



Dr. Shyam Singh, Professor, Institute of Rural Management Anand (IRMA), Tribhuvan Sahkari University

Dr. Shyam Singh is a Professor of Social Sciences at Institute of Rural Management (IRMA) and currently holds the Chair of Affiliation and External Relations at the Tribhuvan Sahkari University, Anand, Gujarat. Dr. Singh holds a Ph.D. in Political Science from the Institute for Social and Economic Change (ISEC), Bangalore. He was the Scholar-in-Residence at the University of Antwerp, Belgium, in 2018. Dr. Singh has been the members of various committees constituted by the Ministry of Rural Development, Ministry of Panchayati Raj, and Ministry of Corporate Affairs, Government of India. Dr. Singh was advisor to JSLPS, Rural Development Department, Government of Jharkhand. He is the Chief Editor of Asia Pacific Journal of Evaluation. Dr. Singh is the Co-Chair of the Consortium of Institutions on M&E Education in Asia Pacific. He is also a theme leader for Building Partnership under the Regional Evaluation Strategy, Asia Pacific Evaluation Association. Dr. Singh has been engaged in various evaluation and research assignments with UNICEF, the World Bank, NABARD, Tata Trusts, and various states and the Central governments. His research interests include community development and governance, monitoring and evaluation, social networks and cooperative governance. He teaches Rural Society and Polity, Monitoring and Evaluation, and Social Network Analysis at IRMA.



Mr. Amil Epa, President, Sri Lanka Evaluation Association (SLEvA)

Amil Epa is a development and evaluation professional with extensive experience in monitoring, evaluation, learning, partnerships, and policy-related initiatives. He currently serves as the President of the Sri Lanka Evaluation Association (SLEvA) and the Chief Executive Officer of the Institute for Participatory Interaction in Development (IPID), where he leads research, evaluation, and advisory assignments across multiple sectors.

He is also a former Board Member of the Asia Pacific Evaluation Association (APEA) and has actively contributed to advancing regional collaboration. Over the years, he has worked closely with government, UN agencies, donors, NGOs, and civil society organizations in designing and

implementing evidence-based programmes and adaptive management systems.

His areas of expertise include results-based management, adaptive monitoring systems, impact evaluation, institutional strengthening, third-party monitoring, monitoring and evaluation in humanitarian, peacebuilding, and emergency contexts, and policy engagement. He is a strong advocate for innovation in M&E and the use of evidence to improve accountability, learning, and development effectiveness.



Ms. Megan Grace Kennedy-Chouane, Head of Evaluation Unit, OECD Development Co-operation Directorate

Megan is the Head of Evaluation in the OECD's Development Co-operation Directorate, supporting the strengthening of evaluation capacities, establishment of evaluation norms, and coordination and support to the use of evaluation for accountability and learning. She has expertise in supporting evidence-informed policy making and facilitating social change in the context of both domestic policy and international co-operation. Previously, Megan worked on climate mitigation at the Children's Investment Fund Foundation in London and with First 5 California managing a cross-sector collaboration on child well-being. Megan holds a Master's in Public Administration from the Monterey Institute of International Studies and a post-graduate diploma in Children, Youth and Development. She is a US national and lives in Paris, France.



Dr. Rajib Nandi, Co-founder, ECOI

Dr. Rajib Nandi is a senior development researcher, evaluator, and capacity-building leader with over 27 years of experience advancing evidence, equity, and institutional learning across the Global South. He currently serves as Vice President – Knowledge Management & Capacity Development at Sambodhi Research & Communications, where he leads strategic initiatives on evaluation systems, organizational learning, and evidence-informed governance.

Dr. Nandi is the Chairperson of the Community of Evaluators – South Asia and a co-founder of the Evaluation Community of India (ECOI), playing a key role in strengthening south Asia's evaluation ecosystem through platforms such as Evaluation Conclave and EvalFest. His expertise spans gender-transformative and equity-focused evaluation, Monitoring, Evaluation and Learning (MEL), and capacity development for governments, UN agencies, philanthropic foundations, and civil society organizations.

He has led major national and multi-country evaluations, authored widely on feminist and context-responsive evaluation practice, and remains committed to advancing evaluation as a catalyst for inclusive and transformative development.



Dr. Sanjay Kumar, Population Dynamics and Research Specialist, UNFPA

Dr. Sanjay Kumar is a Population Dynamics and Research Specialist with the United Nations Population Fund (UNFPA) in India, bringing more than three decades of experience in research, monitoring and evaluation, and programme implementation across population dynamics, reproductive health, and gender. He holds a PhD in Demography from IIPS, Mumbai, and has published extensively in leading academic journals. He has worked closely with multiple government ministries on SDG indicator and its monitoring and has led evaluations of several flagship programmes of the Government of India.

SESSION 4 : GLOBAL PERSPECTIVES ON MONITORING AND EVALUATION (M&E)



CHAIR:

Shri Dhrijesh Kumar Tiwari, Joint Secretary, DMEO, NITI Aayog

Shri Dhrijesh Kumar Tiwari is an Indian Statistical Service (ISS) officer of the 1998 batch and a postgraduate in Statistics. He is currently serving as Joint Secretary, Development Monitoring and Evaluation Office (DMEO), NITI Aayog, where he oversees the monitoring and evaluation of key government programmes and supports evidence-based policy review through robust data analysis and performance assessment. He began his career with the Ministry of Defence, Army Headquarters, and later moved to the Ministry of Agriculture & Farmers' Welfare, where he was responsible for generating advance production estimates of major crops and improving the agriculture statistics system in the country. In the Social Statistics Division of the Ministry of Statistics & Programme Implementation, he contributed to several prestigious publications, including Millennium Development Goals and Men and Women in India. In the National Sample Survey Office, he headed the Socio-Economic Surveys Section of the Field Operations Division Headquarters and oversaw nationwide field data collection, as well as the digitisation of survey questionnaires and the introduction of tablet-based data collection in the field. In the Ministry of Women & Child Development, he played a key role in mainstreaming gender budgeting across Central Ministries and Departments, and initiated an executive development programme at the Indian Institute of Management, Ahmedabad to train central and state government officers on gender budgeting concepts and implementation. Shri Tiwari has also represented India on several statistics-related technical committees of the United Nations, contributing to international dialogues on data and development indicators.



Dr. Emmanuel Jimenez, Director General, Independent Evaluation Department, ADB

Emmanuel Jimenez is Director General, Independent Evaluation Department of the Asian Development Bank (ADB). Reporting to ADB's Board of Directors, his responsibilities include assessing ADB's development effectiveness, as well providing lessons to inform ADB operations. Prior to joining ADB, Mr. Jimenez worked as an Independent Consultant who provides advice, and conducts research and training on evaluation, economics, development management, education and social protection programs. Prior to this, he was the Executive Director and CEO of 3ie. In this role, he led and conducted impact evaluations and evidence reviews. He provided strategic direction to the organization as it championed the generation and use of evidence to guide decisions regarding policies and programs that improve lives in low and middle-income countries. Previously, Mr. Jimenez had worked for 30 years in the World Bank Group (WBG) and held several senior management roles across several departments such as the Independent Evaluation Group (IEG), the South Asia, East Asia, and Pacific Groups, and the Policy Research Department. Mr. Jimenez was a faculty member of the Economics Department of Western University in London, Canada. Throughout his career, he has published extensively, including articles in peer-reviewed professional journals, books and reports on economic development and served as managing editor of several international development journals. Mr. Jimenez is a national of the Philippines and Canada. He holds a Doctorate in Economics from Brown University in the United States, a Master's degree in Economics from University of Toronto in Canada, and a Bachelor's degree in Economics from McGill University in Canada.



Dr. Esther Kaggwa, Regional Evaluation Advisor, UNICEF South Asia

Dr. Esther Kaggwa is the Regional Evaluation Advisor for the UNICEF Regional Office for South Asia (ROSA). In this capacity, she oversees the generation, dissemination and utilization of quality evaluative evidence at the regional level and leads provision of technical assistance on evaluation and research to all eight countries in the region. Dr. Kaggwa, also oversees the implementation of a regional strategy for national evaluation capacity development as well as the provision of UNICEF and coordinates with regional inter-agency evaluation mechanisms, intergovernmental forums and other regional partnerships. She holds a PhD in Public Health from Johns Hopkins University, is a seasoned researcher and evaluator with over 25 years' experience. Before joining UNICEF, she worked as an Associate Research Scientist with Columbia University, a Research Evaluation Advisor with Johns Hopkins University, a lecturer in the School of Statistics and Applied Economics at Makerere University in Uganda and as Director of Monitoring and Evaluation/ Principal Advisor for numerous International non-Governmental organizations.



Ms. Andrea M. Wojnar, Representative for India and Country Director of Bhutan, UNFPA

In a career spanning thirty-six years, Ms. Wojnar has been at the forefront of programmes that have focused on the rights and health of women and girls, and giving a voice to youth and adolescents. The 'power of data' being her core guiding principle, she is passionate about using evidence-based results to conduct public advocacy and high-level policy dialogue to influence decision-makers on the importance of gender equality for sustainable development.

Prior to her arrival in India, Ms. Wojnar was UNFPA Representative in Mozambique, Senegal and Country Director for The Gambia. Before joining the United Nations, she led development and humanitarian programmes both at the grassroots and at the national level for the US Peace Corps, International Federation of Red Cross and Red Crescent Societies (IFRC), and the American Red Cross Society in more than 50 countries in Africa, Asia, and Latin America.

Ms Wojnar is a citizen of the United States of America, and holds a Master's degree in Management from McGill University (Montreal, Canada), with studies at INSEAD (France), Lancaster University (United Kingdom), Indian Institute of Management (Bengaluru, India), LG Institute (South Korea) and Japan Advanced Institute of Science and Technology (Kanazawa, Japan). She also holds a Master's in Social Change and Development Economics from the Johns Hopkins School for Advanced International Studies (Washington D.C.).

Ms. Wojnar is a strong advocate of ensuring Rights and Choices for All.

SESSION 5: BRIDGING BORDERS THROUGH EVALUATION: NDB AND ITS PARTNERS ADVANCING CROSS-COUNTRY LEARNING AND COLLABORATION



MODERATOR:

Ms. Fariha Ahmed, Evaluation Partnerships Specialist, Independent Evaluation Office (IEO), New Development Bank

Fariha Ahmed is an Evaluation Partnerships Specialist at the Independent Evaluation Office (IEO) of the New Development Bank (NDB). In this role, she supports institutional learning and strengthens evaluation capacity through partnerships and knowledge-sharing initiatives. She works closely with stakeholders, member country counterparts, and peer evaluation institutions to strengthen evaluation capacity development. Her responsibilities include coordinating high-level evaluation events, managing institutional partnerships, and supporting knowledge-sharing initiatives within the multilateral development community, national and international evaluation institutions.



Mr. Henrique Pissaia, Principal Professional, Independent Evaluation Office (IEO), New Development Bank

Henrique Pissaia is a Principal Professional at the Independent Evaluation Office (IEO) of the New Development Bank, having joined in March 2023. He brings extensive experience across multilateral development institutions and public sector governance. Prior to joining IEO, he served in Brazil's Ministry of Planning and held board-level positions representing Brazil at several multilateral development banks and funds, including the African Development Bank, CAF, FONPLATA, the Inter-American Development Bank, and IFAD.

Henrique has also held senior operational roles at IFAD and FONPLATA, where he served as Chief of Staff to the Executive Presidency and General Coordinator for Strategic Alliances. His professional experience spans the full project lifecycle, from design to evaluation, and includes service on IFAD's Evaluation Committee.

He holds a PhD in International Economics from the University of International Business and Economics (Beijing), an LL.M. from the University of California, Berkeley, and a law degree from UNICURITIBA.



Mr. Eskender Zeleke, Head of Independent Evaluation at Asian Infrastructure Investment Bank, Complaints-resolution, Evaluation, and Integrity Unit (CEIU)

Eskender Zeleke is Head of the Independent Evaluation Function at the Asian Infrastructure Investment Bank (AIIB), where he leads Board-facing evaluation strategy at the nexus of investment operations, country engagement, and institutional learning. With extensive multilateral development bank (MDB) experience across operations and evaluation including senior private sector roles at the World Bank Group's International Finance Corporation (IFC) he brings a rigorous analytical lens to complex infrastructure, financial intermediary, and climate finance portfolios, including leadership of the Bank's flagship COVID-19 Crisis Recovery Facility evaluation.

His work strengthens evidence-based decision-making by aligning evaluation frameworks with OECD DAC standards and MDB good practice, while advancing learning-oriented approaches that shape strategy, portfolio quality, and development impact. Recognized for strong team leadership and people management, he combines strategic thinking with effective communication, collaboration, and stakeholder engagement to build high-performing, diverse teams. With a strong global presence and outreach, he integrates deep operational insight with expertise in sustainable finance and climate finance, underpinned by a multidisciplinary background in finance, engineering, and economics, to enhance institutional effectiveness, deepen country engagement, and contribute to the evolution of evaluation practices across the MDB system.



Ms. Mona Fetouh Saleh, Deputy Director, Independent Office of Evaluation, International Fund for Agriculture Development (IFAD)

Mona Fetouh is Deputy Director at IOE, bringing 25 years of experience in development and humanitarian assistance. She previously served as Chief of Evaluation at UNICEF Ukraine, where she established the evaluation function and led strategic country-level evaluations. As an Evaluation Specialist at UNICEF's Evaluation Office, she managed global evaluations on WASH and climate. At UN OIOS, she led global evaluations on peacekeeping, refugee response, and political affairs. Earlier, Mona spent a decade leading monitoring and evaluation for NGOs and UN missions in Thailand, Somalia, Egypt, and Iraq. She began her career as a Statistical Analyst at the World Bank.



Ms. Edeshri Moodley, Head of Evaluation, Development Bank of Southern Africa (DBSA)

Edeshri Moodley is Head of Operations Evaluations at the Development Bank of Southern Africa, where she leads the institution's evaluation function, focusing on assessing development impact, operational performance, and results delivery. With extensive experience in monitoring and evaluation within the development finance sector, she plays a key role in strengthening evidence-based decision-making and promoting accountability across infrastructure and development programmes.

Her work emphasizes linking finance to measurable outcomes, ensuring that DBSA operations translate into tangible improvements in communities, municipalities, and regional economies. She has contributed to advancing evaluation practices through participation in international forums and professional networks, including engagements with global evaluation associations. Edeshri is recognized for her leadership in embedding results-based management approaches and for advancing learning and knowledge sharing within development institutions. She holds academic credentials from the University of Johannesburg and is based in South Africa.

SESSION 6 : MONITORING & EVALUATION IN INDIAN STATES/UTS - WIDENING AND DEEPENING ENGAGEMENT



MODERATOR:

Dr. Radha Ashrit, Deputy Director General, MoSPI

Dr. Radha R. Ashrit is from Indian Statistical Service 1998 batch. Currently, she is posted as the Deputy Director General in the National Accounts Division (NAD) of MoSPI. Previously she was posted as the Deputy Director General in DMEQ, NITI Aayog. She worked extensively on the Output-Outcome Monitoring Framework, Result-Based Financing, Evaluations of key schemes, Procurement, Survey-CAPI as part of her role in DMEQ. In the past she was the Statistical Adviser in the Department of Biotechnology, Ministry of Science and Technology, Govt of India; Director at Agriculture Census Division of Ministry of Agriculture and Farmers' Welfare, Govt of India; Senior Research Officer in Planning Commission Govt of India. She has completed her PhD from IIT Delhi and MSc. in Statistics from Kerala University.



Shri Raj Shekhar Joshi, Former Vice Chairman, SETU Aayog, Uttarakhand

Shri Raj Shekhar Joshi is Former Vice Chairman, Setu Aayog (state NITI Aayog equivalent, earlier State Planning Commission). He played key role in operationalizing and growing Setu Aayog with policy works and on ground programs in agriculture, state finances, skill development, rural service centres, AI, EV, dairy and animal husbandry, urban affairs, waste management etc and built marquee collaborations with Tata Trusts, Nasscom, Wadhvani, Tata companies and various leading institutions.

He is an IIT Roorkee Computer Science Graduate with almost three and half decades of professional experience in almost all corners of India and abroad as a business, technology and public policy leader as President, Director, CEO in association with many organizations like Reliance, Tatas, Aditya Birla Group, Macmillan, Itorama including an entrepreneur.

He has been on board and Trustee of several trusts Foundations. He has also been Member of National Focus Group for implementing New Education Policy in area of Technology in School Education, University of Pune 's advisory council, spl invitee to Union Cabinet's Empowered Technology Group, National Working Committee of Electronics and Computer Software Export promotion Council, Advisor DeepTech VC Funds

He has been involved in supporting Educational and Teacher Training spl in Uttarakhand, Water conservation in Maharashtra, New Digital Media etc. He writes and speaks on social, governance and economic subjects in publications like ET, industry events, policy forums etc.



Dr. K. Subramaniam, Member, Chhattisgarh Rajya NITI Aayog

Dr. K. Subramaniam retired from the coveted Indian Forest Service and he had a very illustrious past. He had served in the government in different capacities, starting with functional field posts in the forest department as DFO and Conservator of Forests in Madhya Pradesh and Chhattisgarh State. He had served in the state administration in various departments like PWD, Housing & Environment, Home, Forests, Technical Education, Sports & Youth Affairs for different lengths of time. He was Secretary to the Chief Minister for about 9 years. Apart from working in the state administration, he had served as Head of the Department in Veterinary and Animal Husbandry, Commissioner

MGNREGA, Commissioner Food Safety and Controller of Drugs, Managing Director, Chhattisgarh Agriculture Marketing Board, Principal Chief Conservator of Forests, Chairman, VYAPAM, Director General, Chhattisgarh Council of Science & Technology. He continued as DG, Cost even after his superannuation from the Indian Forest Service.



**Mr. Nelson Roy Kharchandy, Deputy Director,
Directorate of Programme Implementation & Evaluation, Government
of Meghalaya**

Mr. Nelson Roy Kharchandy is the Deputy Director at the Directorate of Programme Implementation & Evaluation, Government of Meghalaya. He began his career in public service in 2001 as a Research Assistant. Over the years, he has progressed through a series of roles, including Assistant Research Officer, Research Officer, and Assistant Director, before assuming his current position. With over two decades of experience, he brings expertise in programme implementation and evaluation within the government sector.



Dr. Vinod Mishra, Associate Professor in Public Policy, TISS Hyderabad

Dr. Vinod K. Mishra is an urban economist and public policy scholar with over 14 years of experience in teaching, research, and institutional leadership. He currently serves as Associate Professor at the Tata Institute of Social Sciences, Hyderabad. His research engagement is centrally focused on public policy and governance, with particular emphasis on urban transformation, inclusive city-making, and evidence-based policy frameworks. His areas of specialization include monitoring and evaluation of social programmes, public policy on housing and urban development, climate change and urban resilience, and the analysis of large-scale datasets. He has made significant contributions to understanding housing inequalities, rural–urban migration, and access to basic services. Dr. Mishra has supervised doctoral research across themes such as residential segregation, tribal health, and welfare access, and actively informs public policy design, implementation, and evaluation aimed at advancing inclusive development.

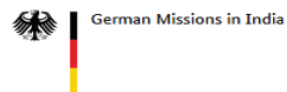


**Mr. Ashish Sahu, Director & Head, Manav Rachna Centre for Capacity
Building & Consultancy**

Mr. Ashish Sahu is Director & Head of Centre for Capacity Building and Consultancy at Manav Rachna Educational Institutions. With over 30 years of leadership experience across Amity Education Group, Reliance, Godrej, and Modi Group, he specializes in client relations, partnerships, project management, and operational excellence. An accomplished trainer and mentor, engaged more than 50,000 professionals through learning and development interventions over the past two decades. He is recognized for combining project management expertise with impactful training delivery to drive organizational transformation. He currently leads flagship projects including Capacity Building of Model Sanskriti Colleges (Government of Haryana), M&E Capacity Building of University in Haryana (DMEO, NITI Aayog), and “Margdarshan” Orientation Program (Quality Council of India). His rich & diversified portfolio includes capability-building initiatives for Govt., Public & Private sector organizations like Election Commission, Commonwealth Games, Railways, Dept. of Posts, NTPC, ONGC, IOCL, SBI, Union Bank, HDFC, Axis Bank, Samsung, Sony Ericsson to name a few.

PARTICIPATING ORGANISATIONS

1. International Organizations / Multilateral / International Networks



2. National /Government Organisations



भारत का नवोदय इंजन
The Innovation Engine of India



भारत अन्न
ICAR



Bureau of Statistics
Planning & Development Board
Government of the Punjab



Bridging technology gap



REDUCE RE-USE RECYCLE



संस्कृति मंत्रालय
MINISTRY OF CULTURE



जैव प्रौद्योगिकी विभाग
Department of Biotechnology
Ministry of Science & Technology
Government of India



जल शक्ति मंत्रालय
MINISTRY OF JAL SHAKTI



श्रम एवं रोजगार मंत्रालय
GOVERNMENT OF INDIA
MINISTRY OF LABOUR & EMPLOYMENT



परिवहन, पोत परिवहन एवं जलमार्ग मंत्रालय
MINISTRY OF PORTS, SHIPPING AND WATERWAYS



कौशल विकास और उद्यमशीलता मंत्रालय
MINISTRY OF SKILL DEVELOPMENT AND ENTREPRENEURSHIP



जनजातीय कार्य मंत्रालय
MINISTRY OF TRIBAL AFFAIRS



गृह मंत्रालय
MINISTRY OF HOME AFFAIRS



नागर विमानन मंत्रालय
MINISTRY OF CIVIL AVIATION



इलेक्ट्रॉनिक्स एवं सूचना प्रौद्योगिकी मंत्रालय
MINISTRY OF ELECTRONICS AND INFORMATION TECHNOLOGY



भारी उद्योग मंत्रालय
MINISTRY OF HEAVY INDUSTRIES



स्वास्थ्य एवं परिवार कल्याण मंत्रालय
MINISTRY OF HEALTH AND FAMILY WELFARE



वित्त मंत्रालय
MINISTRY OF FINANCE



रक्षा मंत्रालय
MINISTRY OF DEFENCE



ग्रामीण विकास मंत्रालय
भारत सरकार
MINISTRY OF RURAL DEVELOPMENT
GOVERNMENT OF INDIA



Ministry of Cooperation



Ministry of Fisheries, Animal Husbandry and Dairying
Government of India



Department of Fertilizers
Ministry of Chemicals and Fertilizers
Government of India



Ministry of Statistics and Programme Implementation
Government of India



Ministry of Health & Family Welfare
Government of India



Development Monitoring and Evaluation Office, NITI Aayog