

NEPAL ADMINISTRATIVE STAFF COLLEGE
Governance and Development Management Learning Group
Monitoring and Evaluation Leadership
Concept Note

Introduction

Nepal's pursuit of "Prosperous Nepal, Happy Nepali" requires public policies, plans, programmes, and investments to deliver measurable and meaningful results for citizens. Development results depend not only on what governments plan and implement, but also on how they effectively monitor progress, assess performance, identify gaps, and act on evidence. For this purpose, a systematic Monitoring and Evaluation (M&E) mechanism is required. It provides a basis for determining whether public interventions are achieving their intended results, where implementation is falling short, and what actions are needed to improve performance. Monitoring and Evaluation (M&E) leadership is central to tracking progress and ensuring accountability.

Nepal has established a legal and institutional foundation for M&E, including the Monitoring and Evaluation Act, 2080 and the National Monitoring and Evaluation Guidelines, 2075. The priority now is to strengthen leadership and institutional practice so that M&E evidence informs policy, planning, budgeting, resource allocation, implementation, and accountability. This requires senior officials to view M&E not simply as a reporting requirement but as a core leadership function that supports better decisions, stronger public sector performance, and improved development outcomes.

This shift in the role of M&E calls for greater attention to the capacity and responsibility of leaders who make decisions across the public sector. The Workshop on Monitoring and Evaluation Leadership is therefore proposed as a platform for senior government officials, national and international experts, and practitioners to examine how leadership can strengthen M&E and its contribution to public sector decision-making. The workshop will bring together international experiences, practical approaches, and institutional lessons on how leaders can promote the effective use of evidence, strengthen accountability for results, and address gaps in policy and programme implementation. It will also provide an opportunity to reflect on Nepal's M&E practice and consider practical measures to strengthen leadership, institutional ownership, and the use of evidence for better decisions and improved development results.

Objectives

The overall objective of the workshop is to strengthen the capacity of government officials to lead and use M&E as a strategic function for improving public sector performance and development results. The specific objectives are to:

- Strengthen understanding of M&E leadership and its role in linking national policies and plans with programmes, projects, implementation, and development results.

- Enhance the use of M&E evidence in decision-making for policy formulation, planning, budgeting, resource allocation, implementation, and performance improvement.
- Strengthen leadership for results and accountability through the effective use of M&E to identify implementation gaps, address performance challenges, and improve institutional responsibility for development results.

Approach and Modality

The workshop will be organized as a half-day, interactive learning programme that combines focused presentations with case-based discussions. The discussions will examine the gap between planned and actual results, the factors contributing to implementation challenges, and the role of Monitoring and Evaluation Leadership in addressing such gaps. The workshop will encourage participants to consider how effective M&E leadership can strengthen the use of evidence, support timely corrective action, improve decision-making, and reinforce accountability for results.

Target Audience

The workshop is intended primarily for senior government officials, particularly Secretaries and Joint Secretaries, whose responsibilities include policy formulation, strategic planning, programme and project management, and monitoring and evaluation. Participants will be drawn from the following ministries, government institutions, and planning bodies:

- Office of the Prime Minister and Council of Ministers
- Ministry of Finance
- Ministry of Industry, Commerce and Supplies
- Ministry of Energy, Water Resources and Irrigation
- Ministry of Law, Justice and Parliamentary Affairs
- Ministry of Agriculture, Forests and Environment
- Ministry of Home Affairs
- Ministry of Foreign Affairs
- Ministry of Physical Infrastructure
- Ministry of Land Management, Cooperatives and Poverty Alleviation
- Ministry of Women, Children, Gender and Sexual Minorities and Social Security
- Ministry of Youth, Labour and Employment
- Ministry of Defence
- Ministry of Science, Technology and Innovation
- Ministry of Education and Sports
- Ministry of Information and Communications
- Ministry of Culture, Tourism and Civil Aviation
- Ministry of Health and Food Safety
- National Planning Commission
- Investment Board Nepal
- Public Procurement Monitoring Office
- Policy Research Institute
- Seven Provincial Policy and Planning Commissions

The workshop will bring together officials who play a direct role in institutional leadership, policy formulation, strategic and resource decisions, programme and project implementation, and monitoring and evaluation. The participation of officials from federal and provincial institutions will facilitate cross-sectoral learning and strengthen the use of M&E evidence for improved policy implementation, institutional performance, and development results.

Speaker

Caroline Brassard is an Adjunct Assistant Professor at the Lee Kuan Yew School of Public Policy and holds a PhD in Economics from the University of London. She has professional experience in public policy, economic analysis, poverty reduction, and international development, including work with the Government of Ontario and international organizations such as UNICEF, CARE, and Save the Children. She has also worked with the United Nations Development Programme and has extensive research experience in Asia, including Nepal, Bhutan, Indonesia, and Vietnam. Her research covers aid governance, poverty reduction, development policy, Gross National Happiness, and post-disaster reconstruction. Her academic and professional experience brings a valuable international perspective to discussions on evidence, public policy, and development results.

Date, Time and Venue

Date: 8 October 2026

Time: 9:30 AM onwards

Venue: Nepal Administrative Staff College (NASC)

Detailed Workshop Agenda / Schedule

Time	Session	Key Focus	Lead
9:30-9:45 AM	Registration and Networking	Registration and informal interaction among participants	NASC - GDMLG
9:45-10:00 AM	Opening Session	Welcome, purpose of the workshop, and the role of Monitoring and Evaluation Leadership in strengthening development results	NASC - ED / DED / Department Head
10:00-10:20 AM	Session I: Nepal's Development Results Framework	Overview of Nepal's development framework, including national goals, policies, periodic plans, budgets, programmes, and projects, and the role of M&E in tracking results	NPC / PMDU / Senior Official, OPMCM
10:20-11:20 AM	Session II: Leadership for Results-Based M&E	Results-based M&E, the link between monitoring, evaluation, learning, and decision-making, and the role of leadership in using evidence to improve policies and programmes; international experience and lessons	Caroline Brassard
11:20-11:50 AM	Q&A and Reflection	Discussion on key lessons and their relevance to Nepal's public sector	Caroline Brassard + Participants

11:50 AM-12:00 PM	Tea/Coffee Break	Refreshment and informal networking	
12:00-12:30 PM	Session III: Executive-Level Case Discussion	Examination of why programmes and projects fall short of intended results, with focus on institutional responsibility, evidence, coordination, implementation constraints, risk management, and corrective action	Caroline Brassard + Facilitator
12:30-1:00 PM	Session IV: Using M&E Evidence for Policy, Planning and Budget Decisions	How M&E evidence can inform policy decisions, resource allocation, programme and project improvement, implementation, and performance accountability	Caroline Brassard + Senior Government Official, NPC / OPMCM
1:00-1:15 PM	Leadership Actions and Way Forward	Identification of practical actions that senior leaders and institutions can take to strengthen M&E and results-based management	Facilitated Discussion
1:15-1:25 PM	Key Messages and Synthesis	Consolidation of key lessons and the link between policy, planning, implementation, M&E evidence, corrective action, and results	NASC - Facilitator
1:25-1:35 PM	Closing Remarks	Closing remarks and vote of thanks	NASC - ED / DED
1:35 PM onwards	Lunch	Lunch and informal interaction	NASC
2:30 – 3:30	Interaction	Interaction with NASC senior management	NASC