

WIPO / ITC
Regional Training Seminar

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Monitoring and Evaluation with Continuity: Integration of the Results of the Studies into the work of the NSOs

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Traditional Approach

- Traditional modality is to use Independent Consultants provided through Technical Assistance
- Advantages
 - Project scope and project deliverables clearly identified
 - Consultant not distracted by multiplicity of tasks
 - Product delivered in set time frame
 - Consultant may bring new value added to the process

Traditional Approach cont'd.

- Dis-advantages
 - Period usually too short for full transfer of technology.
 - Insufficient time to develop the required data sources
 - Insufficient access to institutional databases resulting in the use of proxy data which may be fraught with problems. (concepts, data collection or design issues)

Traditional Approach cont'd.

- Dis-advantages cont'd.
 - Consultant lacks influence over the data development process especially in areas needed for the project
 - Disconnect between data development and policy analysis. Maybe due to limited consultation with partners
 - Short delivery times result in short-cuts
 - Inappropriate counterpart/beneficiary selection affects likelihood of continuity.

What is the outcome?

- The result is
 - Lack of continuity/one time output with potentially questionable outcome.
 - Insufficiently developed product
 - Limited institutional development (staff and datasets)
 - Evaporation of institutional memory

Benefits of the Study

- Yet, the research has obvious benefits
 - Major economic impact potential
 - Methodology development enhanced through iterative study

Remember, the objective is sustainable national development through sustainable project development

Alternative Approach

- The presentation considers an alternative approach which,
 - Involves the use of the Independent Consultant for value added
 - Strengthens the NSO as the lead agency coordinating the NSS

Coordinating role of the NSO

- Brings partners together including all planning centers
- Builds momentum for Institutional development and internal capacity building
- Ensures that a critical mass trained that will guarantee the project's continuity.
- The implementation of the project may be used as an opportunity for organisational development through training, equipment and software upgrade, skill enhancement, image enhancement

Coordinating role of the NSO

- Stakeholder involvement in mutually beneficial partnership
- Facilitates Statistical Analyst / Policy Analyst /Planner interface.
- Guarantees user-oriented focus in statistical methodology development
 - Policy Analysts are informed on the methodology underlying the data and can make more in-depth analysis
- Creates a strong basis for continuous monitoring and evaluation of results.

Organisational Design

■ **Project Steering Committee**

- NSO, IPO, Academy, Key Stakeholders (must have direct beneficiary status)
- Direct Beneficiary - no use selecting as key stakeholders agencies who do not see themselves in that role or recognise their own self interest.

■ **Core Technical Oversight Committee**

Organisational Design cont'd.

■ Note

- Governance arrangements must be addressed early and should be institution/stakeholder based and not personality based.
- Long-term vision must be communicated
- Be sensitive to anxieties of stakeholders
- Invest in building relationships
- Find common ground

Involve Special Interest Groups and Trade Associations

- Apart from Statistical Analysts and Policy Analysts
- Specific Project requires the support of several **Special interest groups and Trade Associations**

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- **Project Implementation Unit/Team**
 - Management/Project Staff
 - Independent Consultants

 - **Funding Agency (ITC, WIPO), with technical assistance.**

Organisational Design cont'd.

Technical Working Groups

- Interface between the Statistical Analysts and the Policy Analysts
- Policy Analysts must play a major role in the Design of Survey and instruments and in the Analysis of the Data
- Preparation of the Report should be a joint activity led by Policy Analyst but involving the NSO.

Organisational Design cont'd.

- Funding and logistical oversight contributed by WIPO/ITC/CDB/IADB
- Special resources can be brought to bear to maintain project discipline and monitor progress and mitigate project risks during the implementation phase

A strengthened NSS ??

- The Project presents a great opportunity for collaboration across the National Statistical System.
- It can involve the NSO, other statistics producers, holders of Administrative Source Data, Academia, Data Users-Policy Analysts ,Planners, Researchers.

Need for an Action Plan

- The NSO needs to be strengthened not only in terms of its role but its technical operations to enable the institutionalisation of the measurement processes to take place.
- There should be a clear plan going forward

Action Plan

- Action Plan should have
 - Current Business Improvement- immediate or short term 1 yr or less
 - Medium Term -Improvement target 2-3 yrs
 - Longer Term - 4- 5 years
- Ongoing maintenance of institutionalised measurement arrangements
 - to maintain relevance, update techniques, classification, improve data dissemination methods, evaluate improvements needed.

Metadata Development

- Metadata development should commence from the onset,
- Metadata must be accessible and easily referenced.
- Metadata must be continuously improved
- Will help to keep project focus

Celebrate Milestones

- Produce discrete output and celebrate milestone achievements.
- These help to provide the internal fuel for project energy
- Serves as a morale booster to assist in overcoming future hurdles and challenges
- Celebration of milestones – share the good news, encourage stakeholders to understand project development and achieve widespread buy-in.

Stakeholder Roles

- Project Steering Committee

- Representative of Key Partners
- Strategic Oversight
- Monitors targets and obstacles to achieving set targets.
- Clears bottlenecks

- Project Management Unit

- Implementation
- Reporting, Stakeholder Communication, Information and Image Management

Stakeholder Roles

- Technical Working Groups
 - Employ Technical Working Groups to Strengthen Data Collection and Interpretation.
 - Flexible membership
 - Focused meetings
 - Clear Objectives and Outputs

Disseminate and Educate

- Train the National Community
- Disseminate and Use the data for other research studies/theses.

Annual Conference

- Effective monitoring, evaluation and feedback
- Widen the network to include stakeholders not directly involved in measurement or analysis
- Documented Methodology presented and discussed
- Latest available data or report examined
- Strategic Direction set and approved
- Annual Action Plan outlined

Integration into the Work Programme

- Integration into the Work Programme of the NSO.
- Repeat measurements and report preparation.
- Policy Implications of research discussed and results in people centred, action oriented policy formulations.