



# Implementation – part 1

Raymond Gervais

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# Purpose

This session will

- ❖ Stakeholder and gender analysis: how to perform? How to use?
- ❖ Indicators: relevance and proper statement
- ❖ Data/information gathering overview.

# Stakeholder and Gender Analysis



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# Stakeholders: what they are and why they matter

## ➤ What is a stakeholder?

- A person, group, partner organization inside or outside the organization which could **benefit** or otherwise **be affected** by the project/program.

## ➤ Why do stakeholders matter?

- In RBM you develop desired outcomes and other aspects considering all stakeholders and ideally in dialogue with stakeholders in order to **develop meaningful plans** and design effective processes.
- In order to collect relevant information, stakeholder analysis is an operational component of RBM.

# The eight steps of a stakeholder analysis

- Step 1: **Planning** the Process: To maximize effectiveness and efficiency, it is vital to **coordinate planning** of its stakeholder analyses to make sure all members of the organization are able to identify and gather the information they require.
- Step 2: Defining the Mission and Purpose **Statements**: This step in conducting a stakeholder analysis is to define the purpose of the analysis, identify the potential users of the information, and devise a plan for using the information through **sharing and comparing** information
- Step 3: **Identifying** Key Stakeholders: Develop a list of all possible stakeholders; determine if they are **primary or secondary** stakeholders :
- Step 4: Adapting the **Tools: Information** (data or qualitative knowledge) on stakeholders is the main objective of the analysis, so it is vital for tools be adjusted to these needs.

## The eight steps of a stakeholder analysis (continued)

- Step 5: **Collecting** and Recording the Information: Establish the **logistics**: set appointments; face-to-face interview, Skype, Zoom?; make sure you are meeting the right person.
- Step 6: Filling in the Stakeholder **Table**: This step's objective is to **summarize** with precision and accuracy the notes from the interviews to be inserted in the stakeholder analysis matrix (next slide).
- Step 7: **Analyzing** the Stakeholder Table: The analysis should focus on comparing information and **developing conclusions** about the stakeholders' relative importance, knowledge, interests, positions, and possible allies regarding the sector and interventions.
- Step 8: **Using** the Information: Stakeholder analysis has the potential to be useful in many ways: expanding the organizations's **network**; create a critical mass of **support and leverage** during negotiations; enhance **credibility** among less supportive stakeholders; increase the chances of **outcomes** of implemented interventions; create a solid base for **planning** of new interventions and their outcomes; serve as a database for an **evaluation**.

## Example of a stakeholder analysis matrix

<b>Stakeholder Name</b>	<b>Contact Person</b> <i>Phone, Email, Website, Address</i>	<b>Impact</b> <i>How much does the project impact them? (Low, Medium, High)</i>	<b>Influence</b> <i>How much influence do they have over the project? (Low, Medium, High)</i>	<b>What is important to the stakeholder?</b>	<b>How could the stakeholder contribute to the project?</b>	<b>How could the stakeholder block the project?</b>	<b>Strategy for engaging the stakeholder</b>

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## Why Talk About “Gender” In Organizations?

- Organizations, including Government Ministries and research institutes, are NOT gender-neutral entities.
- Gender issues are sometimes **visible** and sometimes **invisible**.
- Gender equality isn't only an important issue for women.
- Workplace gender equality is directly related to overall economic performance:
  - better national economic growth
  - increased productivity
  - increased inflow of highly qualified employees
  - better overall organizational performance
- Gender equality is relevant inside the organization and in the services/activities.



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## Gender Analysis Practice

- Gender analysis is about asking questions and gathering information.
- We respond to those questions in our project design, implementation, monitoring and evaluating.
  
- Possible questions:
  - What is the issue I am working on?
  - How do women experience this issue? How do men experience this issue?
  - What knowledge do women have on this subject? How do they engage with this issue?
  - What knowledge do men have on this subject? How do they engage in this issue?

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## Best Practices: Sex-disaggregated Data

Sex-disaggregated data: data collected from participants, stakeholders, employees, etc.

Disaggregate by multiple identity factors: gender, age, geography, etc.

This practice creates higher quality data and helps us with a gender analysis.

## Monitoring: The role of indicators

## *“At the heart of RBM is performance measurement”*

- What is monitoring? “A **continuing process** that involves the systematic collection or collation of data (on specified indicators or other types of information). Provides the management and other stakeholders of an intervention with indications of the extent of implementation progress, achievement of intended results, occurrence of unintended results, use of allocated funds and other important intervention and context-related information.” OECD Glossary
- A continuous process of collecting and analyzing information on **key indicators** and comparing actual results with expected results in order to measure how well a project, program or policy is being implemented
- Performance measurement presents a valuable opportunity to **learn and adjust** so that the desired results can be achieved

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# Monitoring Strategies

- If monitoring is an ongoing process or system to collect and report on a regular basis to determine the progress to achieving results, then it must be planned from a management perspective by assessing the **three important factors**: time, cost, and methodological challenges.
- Relevant questions:
- **Time**: will the system inform in a timely manner stakeholders on the success or lacunas of the project?
- **Costs**: will the cost of gathering the data surpass the benefits it will yield to the information system?
- **Complexity**: Is the staff capable of producing the reliable data?

A monitoring system must be scaled to budgets and capabilities to inform decision making.

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## Definition: Indicator

There are multiple definitions of indicators

An indicator is a **means of measuring or assessing** actual outcomes and outputs. It can be qualitative or quantitative, and is composed of a unit of measure, a unit of analysis and a context.

Indicators are **neutral**; they neither indicate a direction of change, nor embed a target.

## Keep in mind for strong indicators

- ❖ **Validity:** *Does it measure what it is intended to measure?*
- ❖ **Reliability:** *Will it be consistent over time?*
- ❖ **Sensitivity:** *Will it measure changes as they happen?*
- ❖ **Simplicity:** *How easy will it be to collect the data?*
- ❖ **Usefulness:** *Will the information collected be useful for decision-making?*
- ❖ **Affordability:** *Do you have the resources to collect data?*

## Insights in to first steps on identifying appropriate indicators

“A critical step in defining a suite of indicators is to identify clearly the target audience and purpose for the indicators. This will help determine the scope of the indicator set and assist in keeping the project focused.

Attention should also be given at an early stage to the processes that will be used in the development of the indicators. Important questions to consider include:

- Who will be responsible for the final selection and publication of the indicators?
- How will key stakeholders be involved?
- Will an expert group be established to provide specialist advice?
- Will public consultation be undertaken?
- How will the indicators be sustained and funded over time?”

Source: Brown, D. 2009. Good Practice Guidelines for Indicator Development and Reporting. Paris: OECD.



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## More formal USAID approach to deciding on indicators

- Six step approach to determining a set of indicators
- Step 1. Develop a participatory process for identifying performance indicators
- Step 2. Clarify the result
- Step 3: identify possible indicators
- Step 4. Assess the best candidate indicators, using the indicator criteria
- Step 5. Select the “best” performance indicators
- Step 6. Fine tune when necessary

## Data/Information gathering overview



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## Quantitative and Qualitative

Quantitative are applied to measures of **quantities** or **amounts**. They are the product of very rigorous data gathering methods. Although often seen as standards because of their precision and concision, they may not be relevant to all information needs.

Qualitative captures experiential information, such as the **quality** of something, or beneficiaries' perception of their situation. They can capture contextual information about situations, events and practices. They are too often taken for granted and are not given the rigorous implementation they should.

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## Primary and Secondary

Primary data: Data that is produced by or contracted by managers of the project, program, or policy are considered primary data. This qualifier characterizes the level of control intervention managers have on the data gathering process and the assessment of its quality. Examples: baseline survey, monitoring data, mid-term qualitative information from focus group discussions, formative evaluation data, etc.

Secondary data: Data which is produced, managed, and disseminated by any agency other than the intervention staff (or a contracted body) are termed secondary. Although this data may be of high standards, such as national censuses, it was not produced, analyzed, quality controlled by the intervention staff. Examples: censuses, economic and social surveys, employment data, price index numbers, etc.

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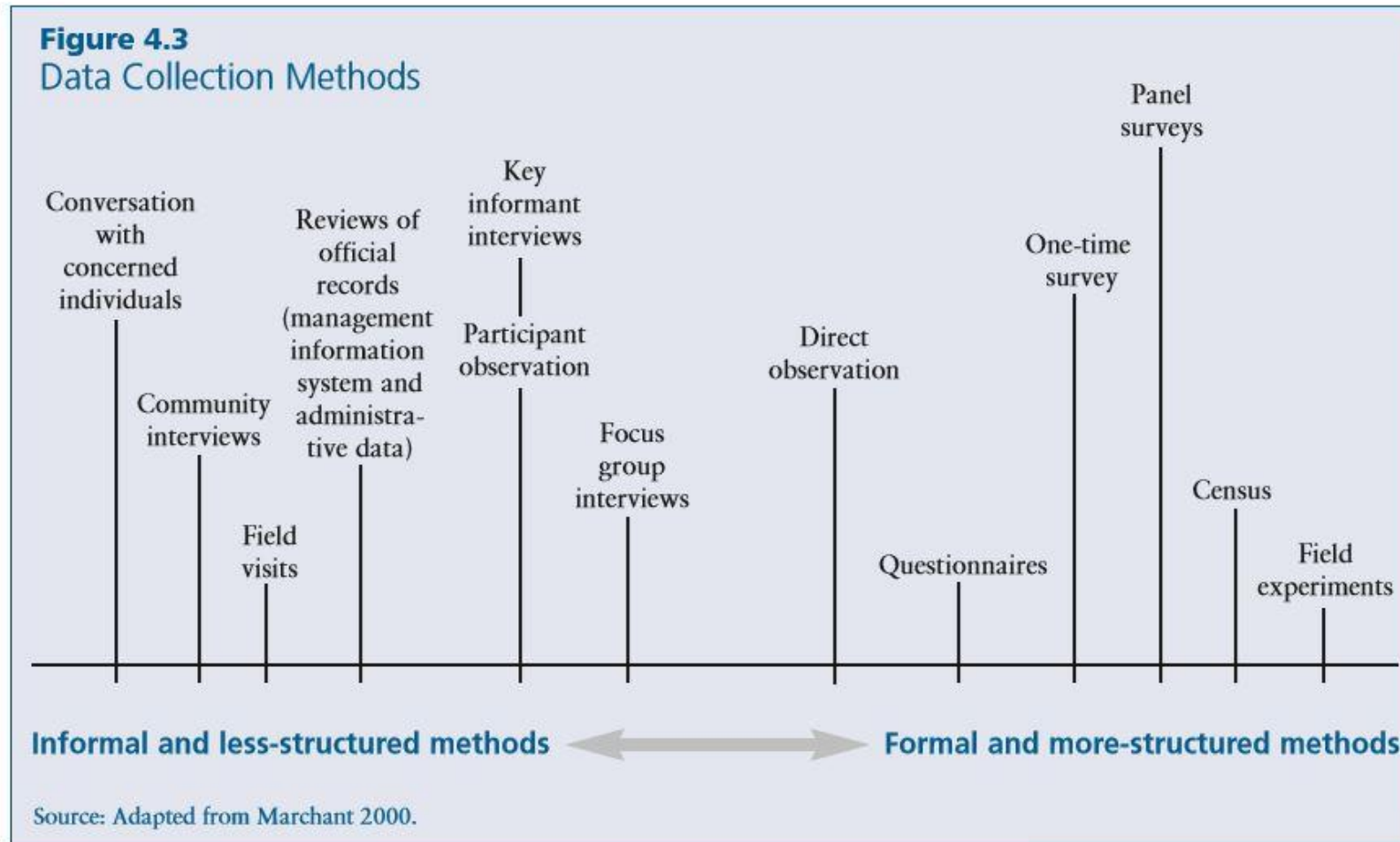
## Eliminating prejudices

For decades there have been a debate about a golden standard in data and different schools of thought have taken sides for quantitative versus qualitative data.

The most reasonable position has been to recognize that both types are complementary so that the determining factor is more “what question we need to answer” or “what relevant information/data would suit our needs to assess achievement of results”

Now, the operational option is to mixed methods approach according to information objectives and implementation of triangulation.

# Visual presentation of methods



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## Ensuring quality of data/information

By controlling the quality of data, management teams also ensure robustness of the monitoring system.

USAID identifies 5 data quality standards:

1. **Validity:** Validity refers to the extent to which a measure actually represents what we intend to measure.
2. **Reliability:** Data should reflect stable and consistent data collection processes and analysis methods over time.
3. **Precision:** Precise data have a sufficient level of detail to present a fair picture of performance and enable management decision-making.
4. **Integrity:** Integrity focuses on whether there is improper manipulation of data.
5. **Timeliness:** Data should be available and up to date enough to meet management needs.

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## Session 03: Case Study Exercise

Using your respective case study please try to:

1. Identify the three most important stakeholders and explain their potential attitude toward the program;
2. With the outcomes from Session 2 (ultimate and intermediate), determine the best indicators;
3. What most relevant data/information method would you use? Why?



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“Гялайлаа”





Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

**Address:** Floor 3, National Times News Tower Khudaldaanii  
gudamj, Khoroo 1  
Chingeltei district, Ulaanbaatar-15160 Mongolia

**Phone:** 7610-5000