

Strategic Monitoring and Evaluation System – National Capacity Building Secretariat

Project Outcomes. Improved strategic and operational performance by generating efficiencies through clarified strategic objectives and priorities; aligning and mapping key processes to strategic priorities; improving strategic and operational decision-making by designing performance measurement system and tools, and generating evidence of success for accountability and reporting.

Context. The National Capacity Building Secretariat (NCBS) was established to coordinate workforce learning and development efforts in [an African Country] across the public, private, and civil society sectors, in alignment with national strategic priorities outlined in the Economic Development Strategy and Vision 2020. The government positioned NCBS as a key engine through which to reach its human capital management objectives. NCBS maintains the Labor Market Information System (LMIS), a database comprising the country's existing skills (at the individual level), with the ultimate goal of achieving economic self-reliance, by identifying, empowering, and utilizing its internal performance talent and capacity. Some of the highlights of NCBS's contributions include:

- Supporting the process of vocational training reform
- Supporting the strengthening of national and local training institutions through standards and quality assurance best practices
- Strategic Capacity Building Initiatives
- Capacity Building Fund
- Alignment of Capacity Building with National Planning; Budgeting and Monitoring and Evaluation
- Support to the Institute of Policy Analysis and Research

Technical Approach. A performance-based needs assessment was conducted in order to identify and prioritize the organization's performance needs and ensure alignment and measurable performance result contributions to the national government. The needs assessment was then used to generate a set of specific performance improvement recommendations, with implementation guidelines that included timelines and indicators to monitor and manage progress. Subsequently, IFNAE supported the design, development, and implementation of a strategic measurement system. The stages of this work included:

1. Define desired state.
 - a. Identify vision, mission, and strategic objectives
 - b. Define measurable indicators and targets
2. Identify current state.
 - a. Collect data from a variety of source.
 - b. Analyze and synthesize data.
3. Define and prioritize measurable gaps.
4. Define a performance solution package with specific timelines and monitoring indicators for implementation.
5. Support the implementation of relevant performance solutions.
6. Support development of strategic plan
7. Facilitated strategic mapping.
8. Develop the organization's strategic measurement and evaluation framework that linked strategic and operational levels to strategic initiatives and related programs
9. Develop the methodological plan for collecting, storing, analyzing, and using data.

10. Develop process and procedures map for alignment with policies and responsibilities.
 11. Develop data collection tools, templates, and instructions.
 12. Train and coach internal leadership and staff performance measurement best practices.
 13. Supported the development of job descriptions and performance contracts for internal performance measurement staff.
 14. Developed a monitoring and evaluation sustainability strategy.
 15. Provided ongoing coaching and quality assurance.
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