

Annex A

Heads of Intellectual Property Office Conference (HIPOC)

Phase VI

WIPO

Giulio C. Zanetti
Adjunct Professor, Loyola University Chicago
International Consultant
gzanetti21@gmail.com

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Objectives of HIPOC

To support you in streamlining and improving the Technical Assistance (TA) you receive and maximizing its impact by:

- Avoiding overlapping, redundancy or duplication, lack of coordination
- Enhancing its coherence and continuity
- Focusing holistically on priority needs for longer-term goals
- Focusing on target desired outcomes, and not merely outputs and activities
- Monitoring and evaluating more effectively their quality and effectiveness

Key Concepts:

Technical Cooperation Framework → Country Development Plan

4 AREAS

1. Prioritization of Needs and the Alignment of Technical Cooperation Programs

2. Planning and Designing in Multi-Dimensions (going beyond seminars/workshops/conferences)

3. Implementation Strategies that Take Advantage of In-Country Expertise and Consider Local Environs

4. Practical Monitoring and Evaluation Mechanisms that Measure What Matters Most

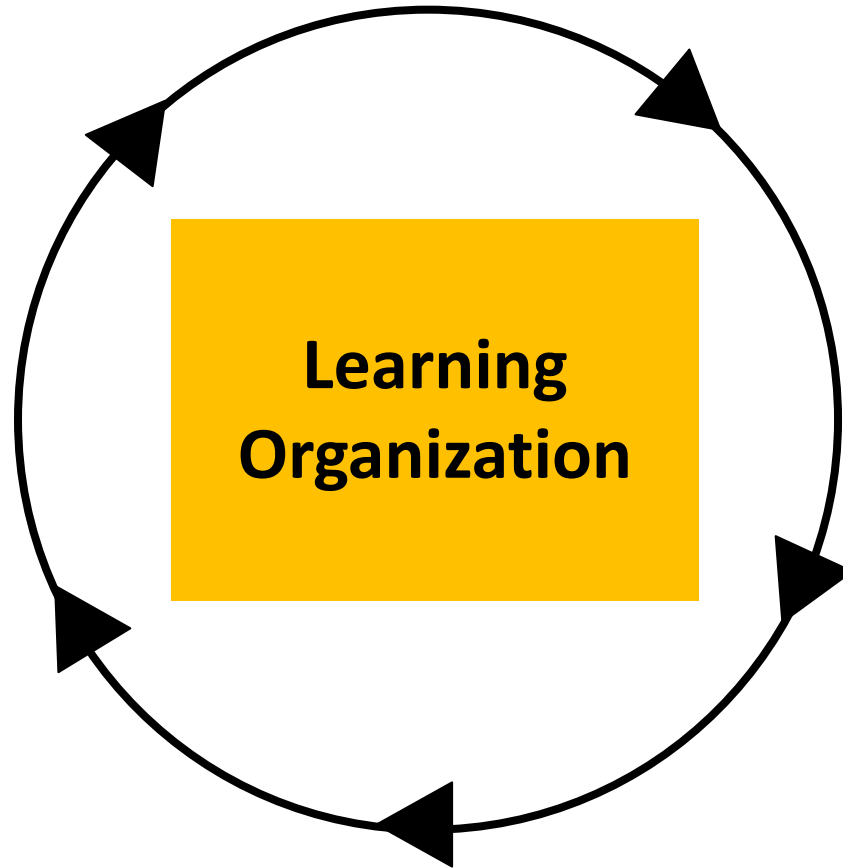
IP Project Cycle

1. Needs Assessment phase

2. Design phase

3. Implementation phase

4. M&E phase



Prioritization of Needs and the Alignment of Technical Cooperation Programs

Qs on assessment of priority needs

1.A What tools and/or methodologies do you use to ascertain the top priority needs?

- Alignment with Govt 5-y Plan (BT)
- Tools: Presidential 10-point; Ph Dev. Plan; 2 indexes, surveys, research (PH);
- Methods: consultations, focus groups, SWOT, desk research (PH)
- Stakeholders' views + official documents – 5th and 6th Dev Plans, Master Plan for Science, Action Plan of IP Center (IR)
- IP Policy and Strategy (MM)
- Govt policies (Vision 2025, 5-y Dev Plan ...), feedback from stakeholders, indexes, academia, in-house research (PK)
- Desk research + public interaction (BD)
- Annual Plan + Medium Term Plan by Ministry (SL)
- Survey and consultation; Government's commitment in FTA (MY)
- Ref to national strategic doc - Strategy Development Plan on IP for 2025 and Vision 2030 + consultations with industries and donors (LA)
- Strategic Planning of DGIP, Nat Mid-Term Dev Plans 2015-2019, Nawa Cita (ID)

Qs on assessment of priority needs

1.B Please share recent experience in prioritizing

- Formulation of national IP policy (BT; PH; PK)
- Joining new Intn treaties and introducing e-filing (IR)
- Year plan based on needs (MM)
- Preparatory work for National IP policy (SL)
- 2016 Nat IPR Policy with 7 priorities, outcome of Think Tank + consultations (IN)
- MyIPO Strategic Planning (MY)
- Strategy Development Plan on IP for 2025 and Vision 2030 (LA)
- Discussions on TM matters (NP)

Qs on assessment of priority needs

1.C Main challenges?

- Lack of IP education by all stakeholders (BT; PH; PK)
- Low turnout of survey responses (PH)
- Unavailability of officials and industry representatives for the consultations (PH)
- No complete database of stakeholders based in the regions (PH)
- Limited funds to conduct research and consultations in the regions (PH; PK)
- Financial and HR constraints (MM; PK)
- HR and IT infrastructure (BD; SL)
- Balancing rights, obligations and perceptions of various stakeholders (IN)
- Balance needs, expectations and limited \$ (MY)
- Insufficient coordination mechanism, and shortcomings in HR (LA)
- HR and IT (ID)

Qs on assessment of priority needs

1.D List 3 lessons learned?

- Need for IP awareness (BT);
- Enhance in house expertise (BT; PK);
- Establish linkages with industry/market (BT);
- Need to maintain strong links with all stakeholders (PK)
- Distribute documents on office/program should be distributed in advance; simpler questionnaires (PH)
- Learn from other countries – south/south cooperation (IR; PK)
- Study visits to learn needs and solutions (IR)
- Need for expertise to identify needs and prioritize (SL)
- Balance interests of stakeholders often very self centered with public good (IN)
- Need to involve stakeholders & general public (MY)
- Need CB for DIP staff to conduct n/a; establish coordination mechanism; public awareness (LA)
- Automation; membership to intn registration systems (ID)

Qs on assessment of priority needs

2.A Who in your office leads assessment of needs?

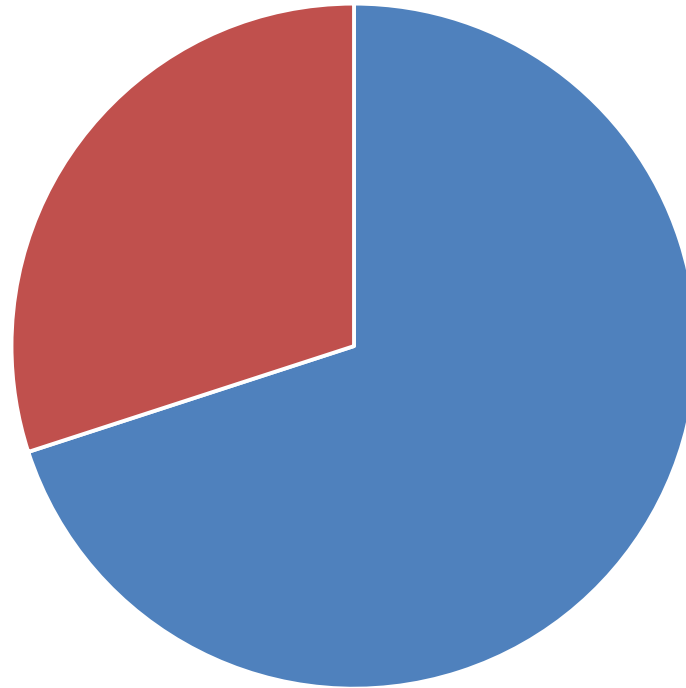
- DG of DoIP (BT);
- Heads of IP Offices (KH);
- DG of IPOPHL + members of Executive Committee (PH);
- President of IP Center (IR);
- DG + DDG (MM); I
- PO Policy Board +the DG IPO (PK);
- Registrar (BD)
- DG NIPO (SL)
- Senior Joint Controller of Pat & ID in the office of CGPDTM (IN)
- DG MYIPO (MY)
- DG of DIP in coop with Division of IP Promotion & Dev (LA)
- DG of Dept of Industry and Director of IP Section (NP)
- DG of IP office + directors (ID)

Qs on assessment of priority needs

2.B What other institutions are involved?

- M. Economic Affairs, Drug Reg Authority, Customs, Police, Dept of Traditional Medicine – see full list (BT)
- National Commit. of IP, Nat. Council for Science and Technology (KH)
- Dep of Science & Tec; Dep of trade & Industry; Dep of Educ; univ. + R&D institutions (PH)
- Vice-Presidency for Science and Tec., Min Science, Research and Tec, Min Industry, Mine and Trade, Min Agriculture, and the Min Culture and Islamic Guidance (IR)
- Other IP-related ministries + NGOs (MM)
- Higher Educ. Comm., Customs, Fed. Investigation Agency, Chambers of Commerce, Lawyers' Bar Associations (PK)
- Min of Industry (BD)
- Pres., Prime Min, Min of Ind & Comm, Min Science & Tec, Tea Association ... (SL)
- Industry associations, law firms (IN); all other relevant ministries (ID)
- Ministry (MDTCC), IP Practitioners, Universities (MY)
- MOIC, MOF, WIPO, ECAP III (LA) No other institution (NP)

Lessons Learned and Recommendations



■ 70% of respondents involve mostly public sector institutions in needs assessment. ■

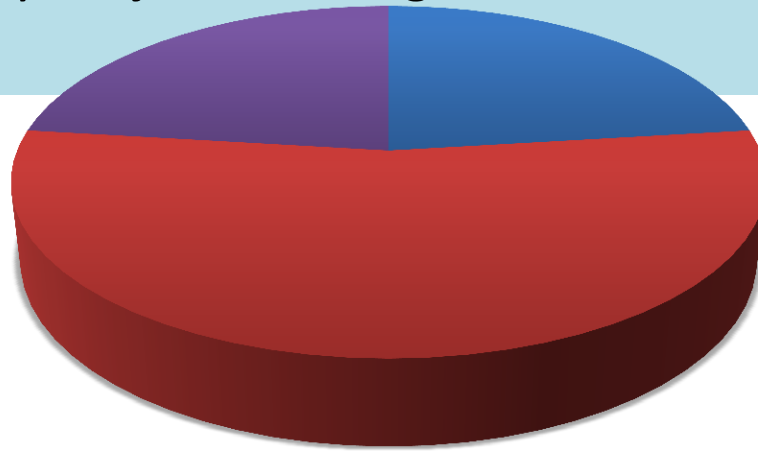
RECOMMENDATIONS

- Systematically involve public and private sectors, academia, NGOs
- Establish a database of contact
- Frequent contacts

Qs on assessment of priority needs

2.C Are there institutional coordination mechanisms?

- No, only ad hoc (BT; IR; NP)
- Yes, National Committee of Intellectual Property (KH); Nat. Committee on IP Rights + Advisory Council for IP (PH); Yes @ ministerial level (MM); IPO-Pakistan Policy Board and IPR Enforcement Coordination Committee (PK); yes but no info (BD); Steering Committee on Intellectual Property Development: include Govt + academia (SL); Yes, National Task Force on IP (Presidential Decree Number 4 Year 2006 (ID)
- Yes for finalization of laws and grievance mechanisms (IN)
- Yes, annual dialogue with stakeholders such as MIPA, Bar Council, FMM (MY)
- Only de facto by Project Steering Committee, but need of a real mechanism (LA)



■ NO
■ YES
■ SORT OF

Lessons Learnd and Recommendations

1st step

national policy/strategic documents

Government's intn. and regional commitments (in FTA)

2nd step (tools and stakeholders)

- Desk research + public interaction
- Surveys (including online)
- Questionnaires
- Consultations
- Individual and group interviews
- Involve public and private sectors
- Academia and NGOs (if possible)

3rd step

Draft n/a report (baseline study)

Qs on assessment of priority needs

3. List 3 top priority needs

- Capacity of examiners, Nat IP Policy, Outreach (BT)
- HR development, infrastructure development, R&D + Branding projects (KH)
- K of top leaders; IP enforcement; IP awareness (PH)
- Awareness of public + private; IT infrastructure; amend laws (IR)
- Adopt laws; adopt rules; establish IP office (MM)
- Improve laws; automation; join treaties (PK)
- Automation/IT; public awareness (BD)
- Strengthen NIPO (HR + infrastructure + backlog); nat IP Policy + royalties collection for copyright (SL)
- IP awareness, enforcement, IP mngt by Office (IN)
- Integrated automated IP system, awareness (Easy; Explore), enhance IP policy (MY)
- Capacity of DIP officials; IT; public awareness (LA)
- New IP Act; HR; coordination mechanism (NP)
- Need to improve services; networking; competencies of HR and managers (ID)

Most «voted» priorities

1. Infrastructure development including IT/software – integrated automated system

2. Capacity of examiners, and of IP officials

3. IP Awareness in public + private sectors

Qs on assessment of priority needs

4. How can WIPO support in identification of needs?

- Render WIPO support more regular, eg: 1-2/ year (BT)
- Needs for external experts to help identify needs (KH)
- CB on how to do n-a; expand scope of Fund in Trust progr; provide mobile classrooms; provide access to WIPO materials; legislat amend support (PH)
- WIPO to do n-a and discuss with Head of IP office
- WIPO develops flexible templates/toolkits for n-a and for prioritization (PK)
- Strengthen IP office and promote R&D sector (BD)
- Tech + financial assistance to identify priorities to develop HR + infrastructure, eg data systems (SL)
- Sectoral studies, advice on gaps at IP office, advice on policy documents (IN)
- Continue providing TA and assess this TA (MY): Provide more CB (NP)
- Grateful for support in development of Strat Dev Plan and Resources Diagnostic (LA)
- WIPO should implement programs in line with 45 Develop Agenda recommendations (ID)

2nd area

**Planning and Designing in
Multi-Dimensions
(going beyond
seminars/workshops/conferences)**

Qs on planning beyond seminars / conferences

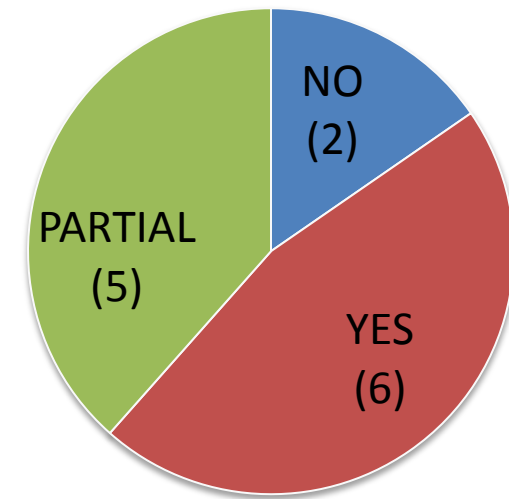
1.A+B How and who design a program?

- DG of DoIP makes proposals for programs > submits for budget approval to ministry (BT)
- Relevant Heads of IP offices with development partners (KH)
- Consultation + experts input -> Proponent -> Ex Comm -> DG (PH)
- IP Center (President + staff) after approval of office Action Plan (IR)
- Face to face discussion based on requests from Divisions (MM)
- In-house consultation > formulation of plan by relevant Section of IPO > resources allocation > consultation with stakeholders > approval > implem (PK)
- Registrar, deputy + finance dept (BD)
- DG allocates HR and financial resources (SL)
- Cell for IPR Promotion and Management + RGNIPM (IN)
- Brainstorming > set up committee > draft concept paper (MY)
- In future by institutionalized Steering Committee, now only DG with partners (LA)
- Planning and Reporting Division of Secretariat of DGIP with internal discussions (ID)

Qs on planning beyond seminars / conferences

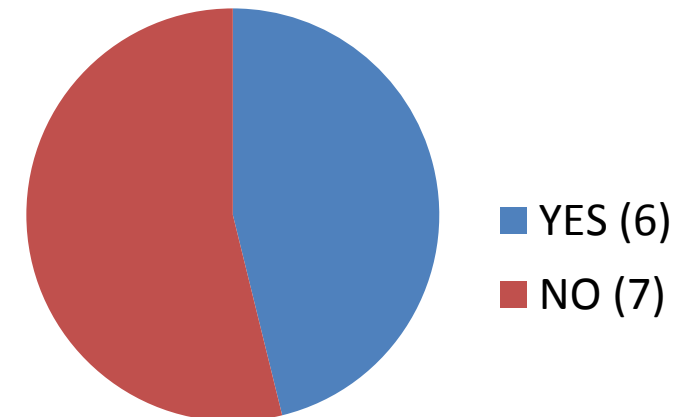
1.C Do you apply RBM?

- NO (BT; MM)
- Yes (KH; PH; IR; SL since '18; IN; MY)
- Partially (PK; BD, LA; NP)
- Results-based budgeting (ID)



1.D Do you receive assistance in designing programs?

- No, only in implementation (BT, IR, MM, PK, BD, IN, NP)
- Yes (KH, SL, MY, LA)
- Yes in the form of experts support + consultations (PH)
- Yes by Min of Finance, Nat Dev Planning Agency (ID)



Qs on planning beyond seminars / conferences

2.A What type of assistance do you wish to receive in designing phase?

- TA & CB on program design (MM; PK)
- TA to design customized IP programs (BT; BD; SL)
- Need of CB for DIP staff how proposal drafting (LA)
- TA to draft/implement programs + infrastructure + software (KH; NP)
- Not a priority (PH)
- More consultations on experiences of other countries (IR)
- Only need to operationalize 6 lines of work in MOU with WIPO (IN)
- Experts and financial support (MY)

Priority!

Qs on planning beyond seminars / conferences

2.B How involved is your office in designing progr.?

- Fully involved/takes leadership (BT; PH; IR; PK; BD; SL; IN; MY, LA; NP, ID)
- Relevant IP departments + development partners (KH)

2.C Who initiates discussions?

DG of DoIP (BT); Heads of IP offices (KH); IPOPHL + dev partners (PH); IP Center with bilat. partners (IR); DDG (MM); Sections of IPO (PK); Registrar (BD); NIPO DG (SL); The Office of CGPDTM/ DIPP (IN); MyIPO with partners (MY); DIP in coop with dev partners (LA); Dept of Industry (NP); DGIP or stakeholders (ID)

Qs on planning beyond seminars / conferences

2.E How much discretion do you have?

- Full discretion depending on available budget (BT; PH; SL; IN)
- Yes but it depends on \$ from development partners (KH)
- Fully involved in decision with partners (IR, BD)
- Depends on programs (PK)
- Depends on nature of program - nat / reg / intn (MY)
- Involved with Steering Comm + dev partners (LA)

Lesson Learned:

YOU are 100% involved in request and design!

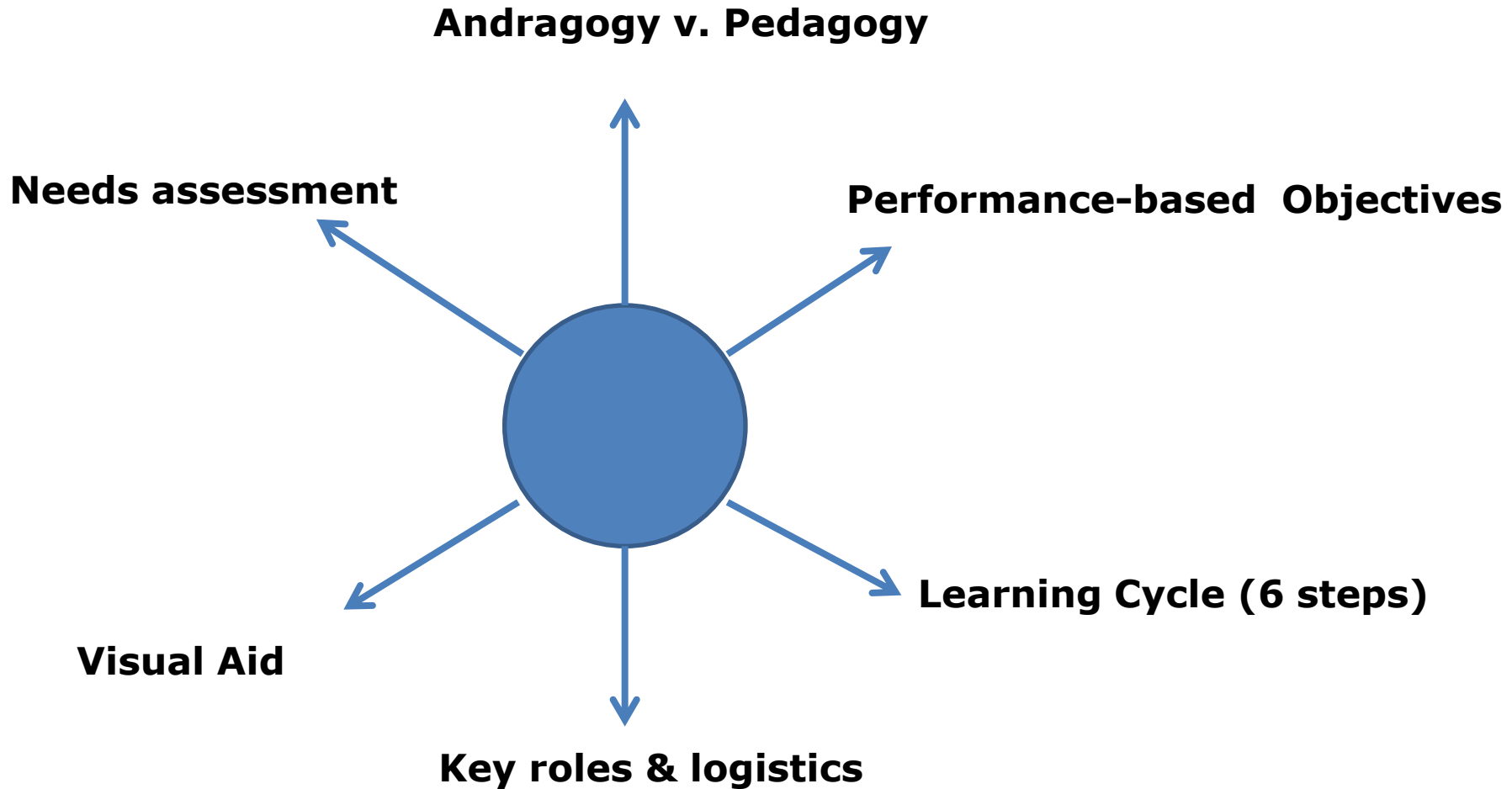
Lessons Learned and Recommendations

Lesson Learned: YOU request for support - YOU own the design

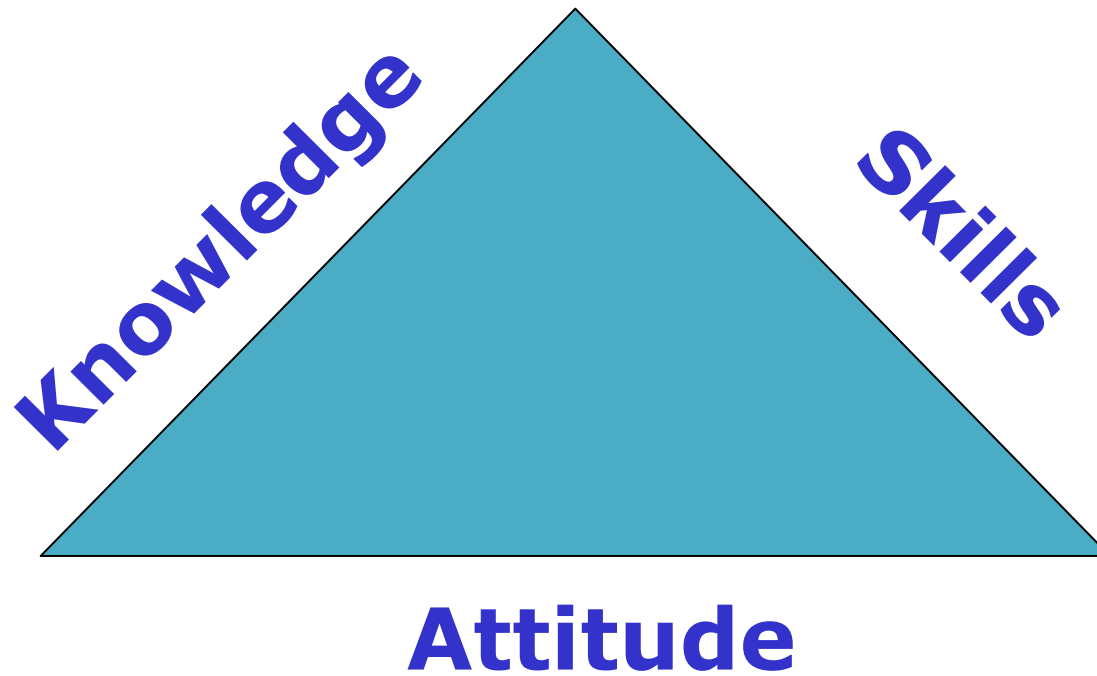
Recommendations:

- Request for more than just conferences and top-down/academic /traditional training
- Ensure utilization of scientific approach to advanced adult learning and training methodology (see separate slide)
- Need for more RBM
- Need for TA + CB in program design

Advanced Adult Learning Tools (b4, during, after the training)



Perfect Triangle of Adult Learning



Qs on planning beyond seminars / conferences

2.D What are the current procedures with domestic and international stakeholders?

- internal: DoIP submits to MoF; inserted in Govt 5-y plan and DoIP annual plan; external: ad hoc with WIPO (BT)
- Secretariat of National Committee of IP acts as focus point (KH)
- IPOPHL official in charge of bilat donor propose to DG (PH)
- Signs cooperation agreements with partners + consultations within IP center and other domestic stakeholders (IR)
- Discussion with partners based on report with requests by various Divisions (MM)
- Creation by Sections of IPO > approval > approach partner / donor (PK)
- Based on MOUs with external partners (BD)
- NIPO designs progr in coop with Min of Industry & Comm + donor (SL)
- CGPDTM submits proposals; DIPP finalizes + discusses with partners (IN)
- Approval by top Mngt, or even Cabinet (MY)
- DIP designs and implement but in line with partners' procedures (LA)
- Internal consultations within DGIP and external with MOFA (ID)

Qs on planning beyond seminars / conferences

3. Types of TA in %:

- **conferences, seminars:** 25% (KH); 40% (NP) 50% (BT); 60% (PH; MM; ID); 70% (IR; IN); 75% (LA); 80% (PK; MY)
- **Legislative drafting:** 20% (BT); 25% (KH); 5% (IR); 4% (PK); 10% (MY; ID); 5% (LA)
- **TOT:** 10% (BT; ID), 5% (PH); 5% (IR); 40% (MM); 8% (PK); 30% (IN); 15% (MY); 5% (LA); 25% (NP)
- **COPs:** 5% (PH; MY); 5% (IR; NP; ID); 10% (MM); 4% (PK)
- **Infrastructure:** 12% (BT), 20%; 15% (IR); 10% (MM; LA); 20% (NP); 5% (ID)
- **Other:** 8% (BT: patent examination)

Semi FIASCO

Qs on planning beyond seminars / conferences

4. Suggestions on innovative forms of TA?

- Internships, larger programs (BT)
- Eliminate restrictions on types of support, eg: only semin. (PH)
- Study visits for examiners (IR)
- Online training, VC, On Job-training, long/short term experts to train the office staffs, tailor CB (MM)
- IT infrastructure + HR dev; second an Intn expert in IPO; second IPO examiners to other offices; develop IP curriculum for bachelor degree (PK)
- IT infrastructure/ software, promote online services (BD)
- TA for IP Policy; SMEs and Innovation policy; M&E approach (SL)
- Comparative study and attachment programs (MY)
- Start first with a Strategy and then decide on activities (LA)
- Provide basic then advanced IP BC + TA (NP)
- Collaboration with other dev partners by conducting comparative studies, exchange programs, or development of shared IP network bilaterally, regionally and multilaterally (ID)

Recommendations: Sustainability Mechanisms

Avoid the “training and good-bye” approach

- No long-lasting impact



Creative **sustainability mechanisms:**

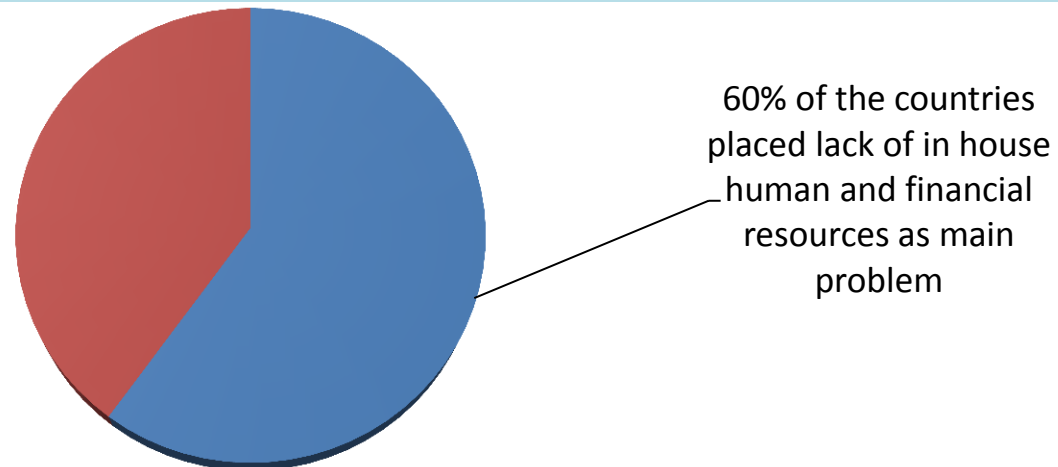
- Training of Trainers (basic + advanced + co-training)
- Communities of Practice
- Coaching / Mentoring
- Training Toolkits (multiple tools)

**Implementation Strategies
that Take Advantage of In-
Country Expertise and
Consider Local Environs**

Qs on implementation / customization

1.A What are the main issues / difficulties that your office faces during the implementation?

- Lack of in house human and financial resources (BT; KH; MM, PK, BD; SL)
- Lack of active participation of stakeholders + beneficiaries (PH; NP)
- Need for more experts from WIPO + other intn org to learn from best practices of other countries (IR)
- Limited links with publ/priv stakeholders (PK)
- No issues (IN)
- Low IP awareness (MY; NP; ID)
- Language barriers; additional costs during implem; capacity to absorb (LA)



Qs on implementation / customization

1.B Is the technical assistance that you receive customized to your needs?

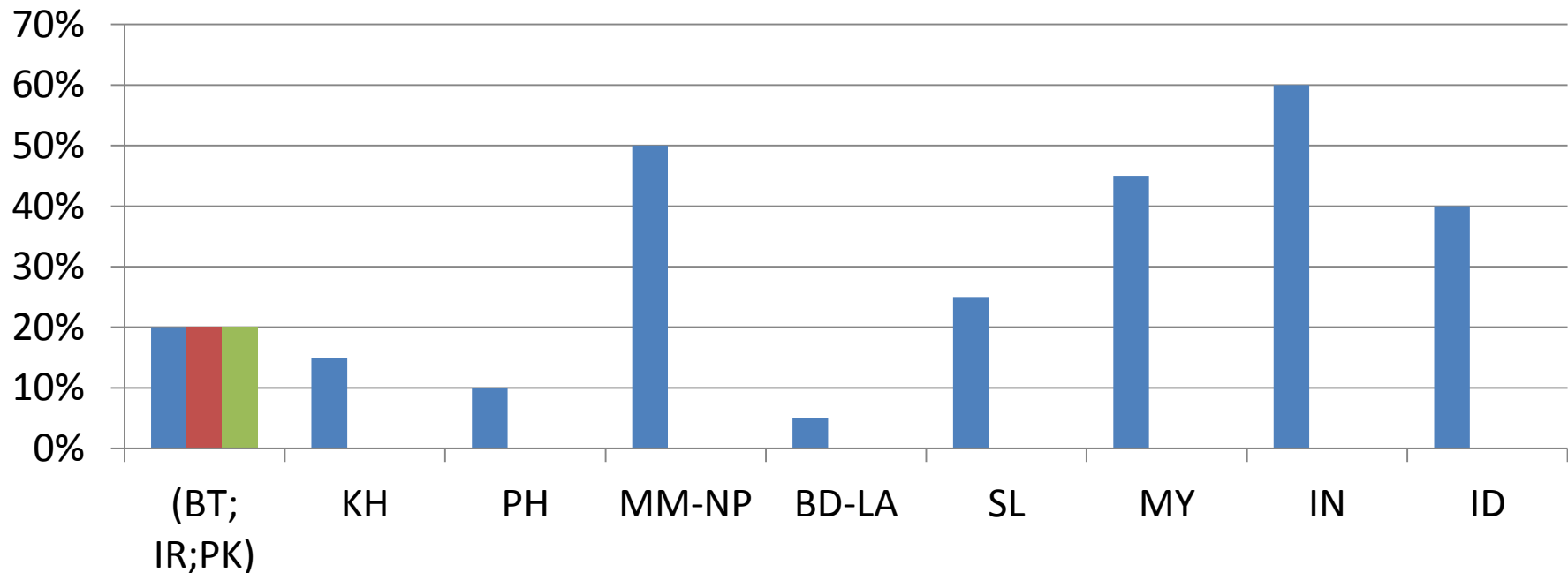
- Based on our requests but too general (BT; PK)
- Yes but at times non-continuous (PH)
- To a certain extent (IR, BD, NP)
- Yes (MM; SL; IN; MY; LA, ID)

Problem of interpretation

Qs on implementation / customization

1.C How often international partners utilize local experts?

20% (BT; IR; PK); 15% (KH); 10% (PH); 50% (MM; NP); 5% (BD; LA); 25% (SL); often (IN); <50% (MY); 40% (ID)



Qs on implementation / customization

1.D What suggestions would you have to ensure that future technical assistance initiatives better meet the expectations?

- Joint design, better needs assessment, more customization (BT; PK, LA)
- Involve more local experts if competent (KH; SL)
- Better mechanisms to share knowledge (SL)
- Increase dialogue among stakeholders, beneficiaries, donors (PH)
- Systematic needs assessment (IR; BD; MY, ID)
- More use of RBM including M&E; More TOTs to multiply knowledge (PK)

Qs on implementation / customization

2. Suggestions to ensure that in-country stakeholders are motivated to consistently apply in their work the knowledge and skills received?

- Help create network b/w IP office and other stakeholders; system of incentives for innovators (BT)
- Longer programs and support transformation from local trainees into trainers (PH)
- Increase links b/w IP Center and market place, univ., tec parks (IR)
- Award for best performers; continue use them as experts (PK; ID)
- Award program every 6 months (BD)
- Provide tools and systems (incl IT) to put in practice (SL)
- Ongoing contacts to share developments + subsequent meetings (IN)
- Design series of IP programs (basic - interm.- advance); Continue interaction and follow-up with participants; Selection of suitable participants (MY)
- Better identify and select participants; more customization (LA)
- Organizational and policy stability (NP)

Qs on implementation / customization

3.A How to increase impact at INDIVIDUAL level?

- More CB (BT; BD) based on n-a (MM)
- Beneficiaries of TA need to implement a program beneficial to the office (PH)
- More involvement of individuals in n-a and design (IR)
- Skills develop (not only K); CB on new ideas and change mngt (PK)
- More CB to innovators, composers, patent holders, artists followed by monitored individual assignments (SL)
- Need to start from education in school and univ (IN)
- Programs directly relevant for jobs, ie: better selection of participants and more directly practical (MY)
- Create training paths - basic, intermediate, advanced courses (LA)

Qs on implementation / customization

3.B How to increase impact at INSTITUTIONAL level?

- Larger programs v. training (BT)
- Alignment of programs with office strategies and individuals' KPIs (PH)
- Involve institutions in n-a and partner/involve them in implement. (IR; PK)
- More use of RBM; more use of local experts (PK)
- Create Expert Committee to monitor impact (BD)
- Better define mandates of various organizations (SL)
- CB includes also senior officials (MY)
- More follow up and monitoring (ID)

Recommendations:

- Better selection of participants
- Quorum / min number (inc. managers)
- Focus on processes, legal framework, infrastructure, network
- CB + TA
- Need good M&E (→ learning organization)

Qs on implementation / customization

3.C Apart IP office, what other national institutions can implement IP programs?

- Royal University of Bhutan and Tech Park, Thimphu can support IP office (BT)
- Institute of Science & Tec (KH); universities (MM)
- Universities (the ITSOs, DOST, DTI), and the Nat. Econ. Dev. Authority (PH)
- Science and Tec Parks, Vice-Presidency for Science and Technology, Min Industry, Mine and Trade (IR)
- Customs, SME Dev, Higher Educ Comm; Council for Science & tec ... (PK)
- None (BD; LA; NP)
- Coordinating Secretariat for Science Technology & Innovation, Nat Science Foundation, SL Inventors' Comm (SL)
- Industry associations, big R & D institutions and IP Law firms (IN)
- Univ, research institutes and relevant agencies (MIGHT, YIM) (MY)

Recommendation:

- Create a network

Summary of Day 1: Needs Assessment

1. Do it!
2. Involve all relevant partners (Network – create linkages)
3. Establish institutional coordination mechanisms
4. Start with national policy/strategic documents
5. JICA approach: analyze relevant industries; ecosystem + 4-quadrant matrix
6. Government's intn. and regional commitments (in FTA)
7. Desk research + public interaction
8. Surveys (including online); Questionnaires
9. Consultations; Individual and group interviews
10. Involve public and private sectors; academia and NGOs
11. Draft n-a report (baseline study)
12. IP Offices want to be involved not only as recipients but in driving seat
13. WIPO & Intn partners to provide CB n-a and create templates (simple)
14. IPOD: recommended tool
15. Sign MOU with USPTO
16. Balancing exercise
17. ...

Summary of Day 1: Design

1. Proper planning is indispensable (after is too late)
2. Systematically use RBM
3. WIPO & Intn partners to provide CB on how program design & RBM
4. Full ownership > responsibility to adopt most suitable delivery modality (beyond conferences)
5. Ok training and CB but based on rigorous adult learning techniques
6. Couple Training with TA
7. See slide on “innovative forms of TA” and on “sustainability mechanisms”
8. Consider impact at individual and institutional level

Summary of Day 1: Implementation

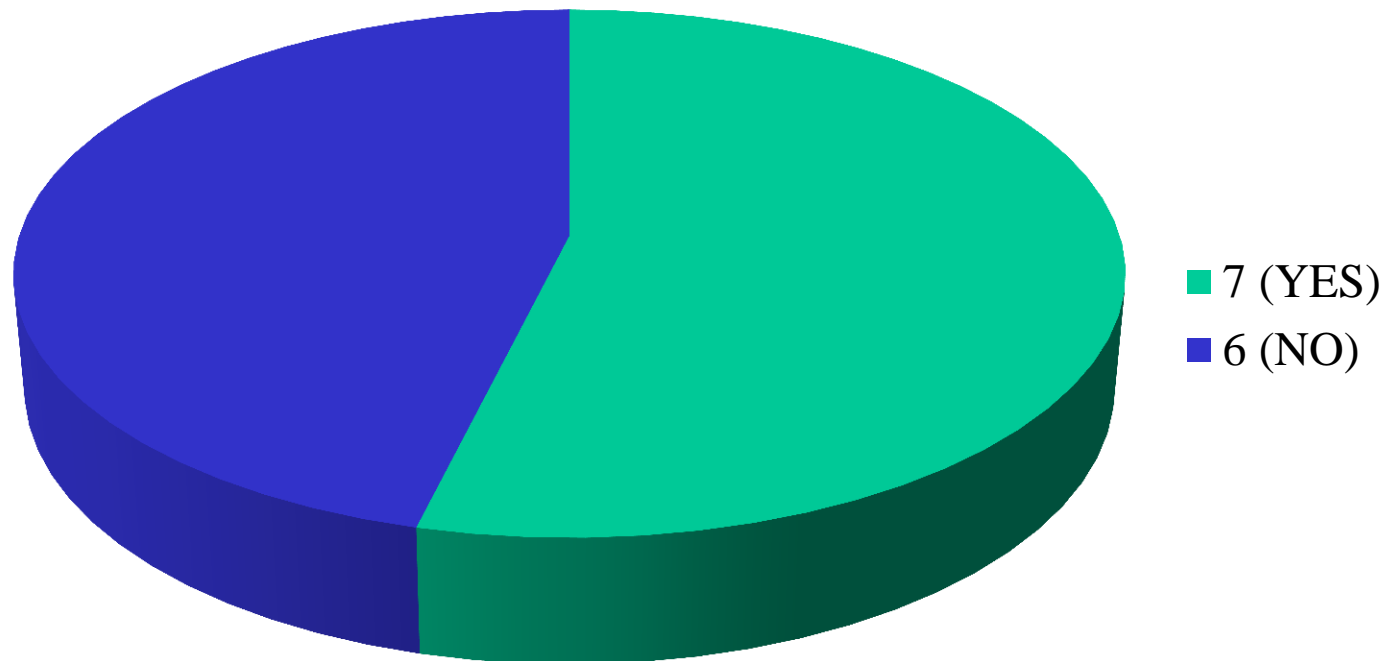
1. Joint implementation (intn partner + IP office + local network)
2. Larger programs (basic, intermediate, advanced – TA + CB)
3. With follow up mechanisms
4. Increase links with market place – universities
5. Need for more customization
6. Need to involve more local experts and create knowledge exchange systems
7. More TOT: transform trainees in trainers
8. Enhanced selection of participants
9. 100% practical approach + linked to work of beneficiaries
10. RBM + monitoring
11. Quorum to ensure institutional impact (incl. managers)
12. NETWORK!

**Practical Monitoring and
Evaluation Mechanisms
that Measure What Matters
Most**

Qs on M&E

1. Does your office monitor and evaluate the impact of technical assistance?

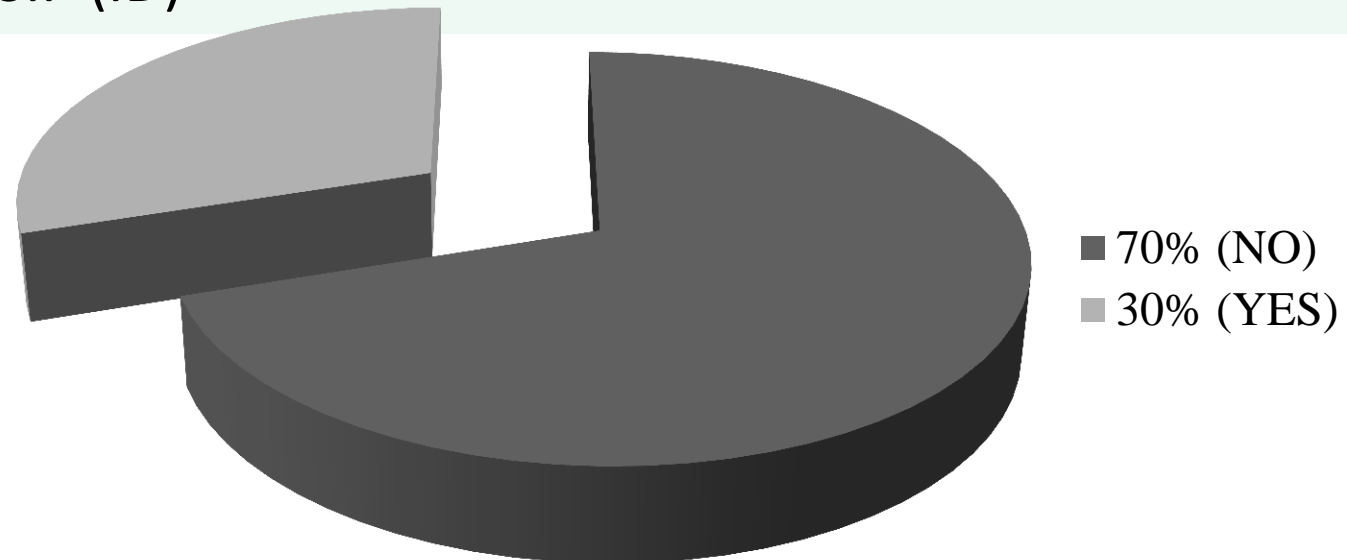
- NO (BT; KH; MM; SL; BD; LA)
- Yes (PH; IR; PK; IN; MY; NP; ID)



Qs on M&E

1.A Do you have full-fledged M&E policy and corresponding tools?

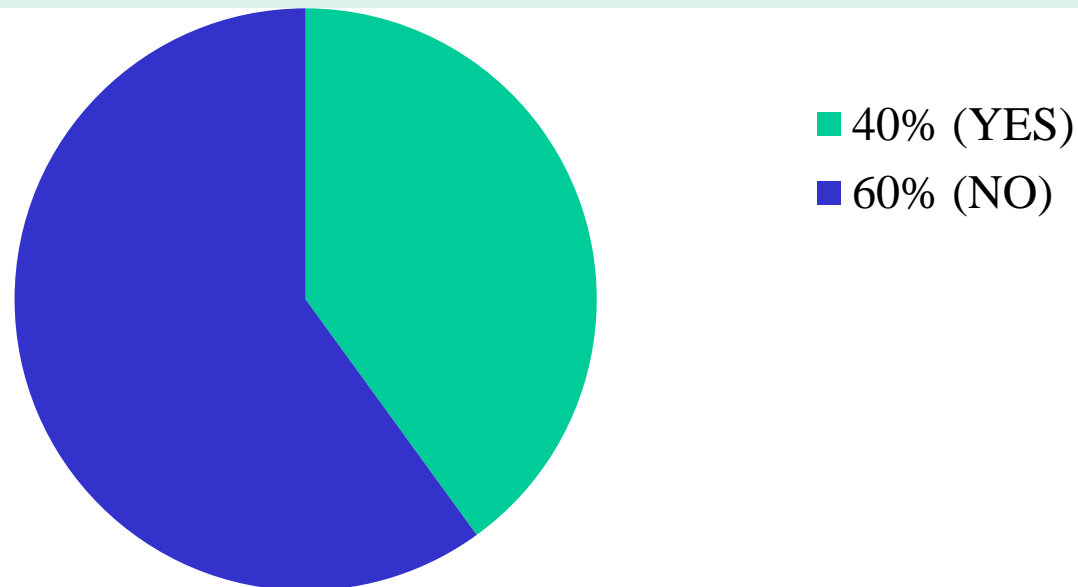
- NO (BT; KH; MM; PK; BD; SL; IN; NP)
- Yes, various tools (PH, MY)
- “yes” through questionnaires re training/program (IR)
- “yes” but very basic (LA)
- Yes, called LAKSIP (ID)



Qs on M&E

1.B Do you have a M&E approach for TRAINING?

- NO (BT; KH; MM; BD; SL; NO)
- Pre/post test + level 3 (PH)
- Success of TR witnessed by increase in applications (IR)
- Only questionnaires at end of workshops by IP Academy (PK)
- Yes but only questionnaires after course (IN; ID)
- Yes (MY)
- Only if mandated by dev partners (LA)



Training Evaluation Policy and Tools

Revised Kirkpatrick model

Level of evaluation	RBM-analysis	Object of the evaluation	Methods to collect information
Level 1	Activity: the IP course	Quality of the course and participant satisfaction	Questionnaire
Level 2	Output: learning	Knowledge increase	Questionnaire (self assessment of knowledge improvement / pre-post questionnaires)
Level 3	Outcome: performance	Individual performance increase in workplace	Questionnaire
Level 4	Impact:	Institutional	External evaluation

Qs on M&E

2. What results should be tracked?

- No of domestic applications (BT)
- Capacity of examiners (BT) and officials of IP office (BD)
- Awareness by domestic stakeholders (BT; KH)
- Improvement in services delivery and access to services (PH)
- Opinion of IP holders on appropriateness of measures by office (IR)
- Application of skills developed; improvement of service delivered (PK; NP)
- Number of filings / commercialization / enforcement (IN)
- Number of filings / improvement in delivery of services (MY)
- Performance in the office (LA)
- The outcomes (ID)

HOW?
... Let's discuss

Qs on M&E

4. Who in your office or other body carries M&E of IP matters?

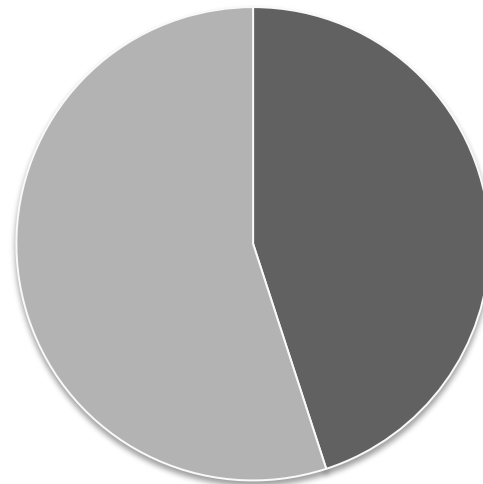
- Nobody (BT; KH)
- Office for Strategy Management + DG office (PH)
- Judiciary (IR)
- Director of Policy and Planning Sect of IP Dept (MM)
- NIPO monitors IP office work; IP Advisory Committees in univ (SL)
- DIPP and CIPAM monitor IP matters (IN)
- Ministry (MTDCC) (MY)
- Dept of M&E and HR at Ministry of Science and Tec (LA)
- Director Gen + Directors (NP)
- Planning and Reporting Division of the IP Office and other domestic institutions - Planning Bureau of Min of Law and Human Rights, Nat Dev Planning Agency and Ministry of Finance (ID)

FIASCO

Qs on M&E

3.a Do you monitor and evaluate results at INDIVIDUAL level?

- NO (BT; KH; MM; SL; IN; LA)
- Yes via pre/post Q and performance Mngt Team (PH)
- Yes via surveys of beneficiaries, eg: examiners (IR)
- Only through feed back from supervisors (PK)
- Yes, via IPAS (BD, but ...); Yes, by looking at performance (NP)
- Yes, through questionnaires after the course (MY)



■ 45% (YES)

■ 55% (NO)

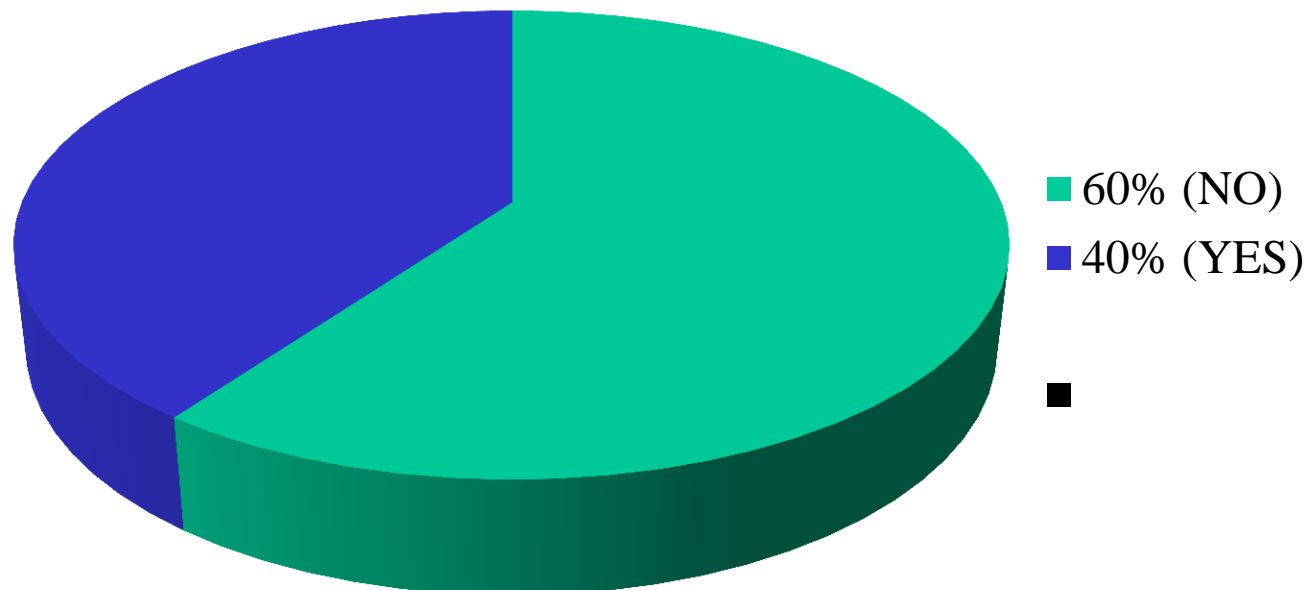


... Let's discuss

Qs on M&E

3.c Do you monitor and evaluate results at INSTITUTIONAL level?

- NO (BT; KH; MM; SL; IN; MY; LA)
- Yes, by Members of its Exec. and Mngt Committees (PH)
- “yes” through specialized reports (IR); Yes by looking at performance (NP)
- Yes through improvement of services and feedback from users (PK)



Qs on M&E

5. What TA would you need to do M&E?

- CB for office staff (BT; KH; PK; LA, NP)
- Online monitoring to check in real time and ongoing (PH)
- Learn from best practices of other countries (IR)
- CB for managers; CB on M&E methodology and tools (MM)
- Introduction of new statistical tools to evaluate results (PK)
- Create and train a Technical Implementation Committee (BD)
- TA to create a fully-fledged M&E system + tools (SL)
- CB on M&E, RBM, Monit systems such as “balance score card” (MY)
- Carry out joint M&E with development partners (ID)

Recommendation: Urgent need for:

- Policy
- Tools
- CB

Thank you



gzanetti21@gmail.com