How to best evaluate Capacity Development?
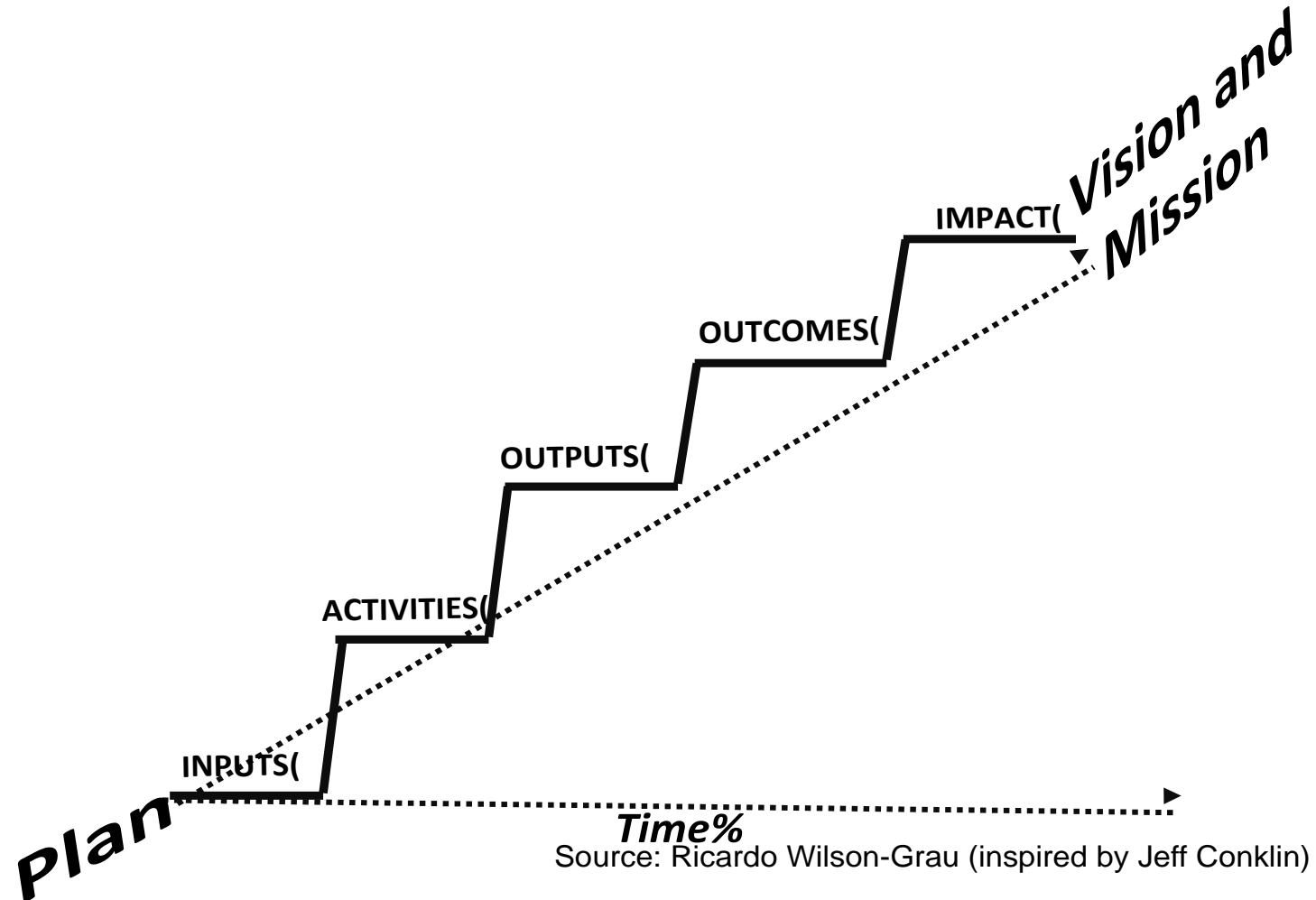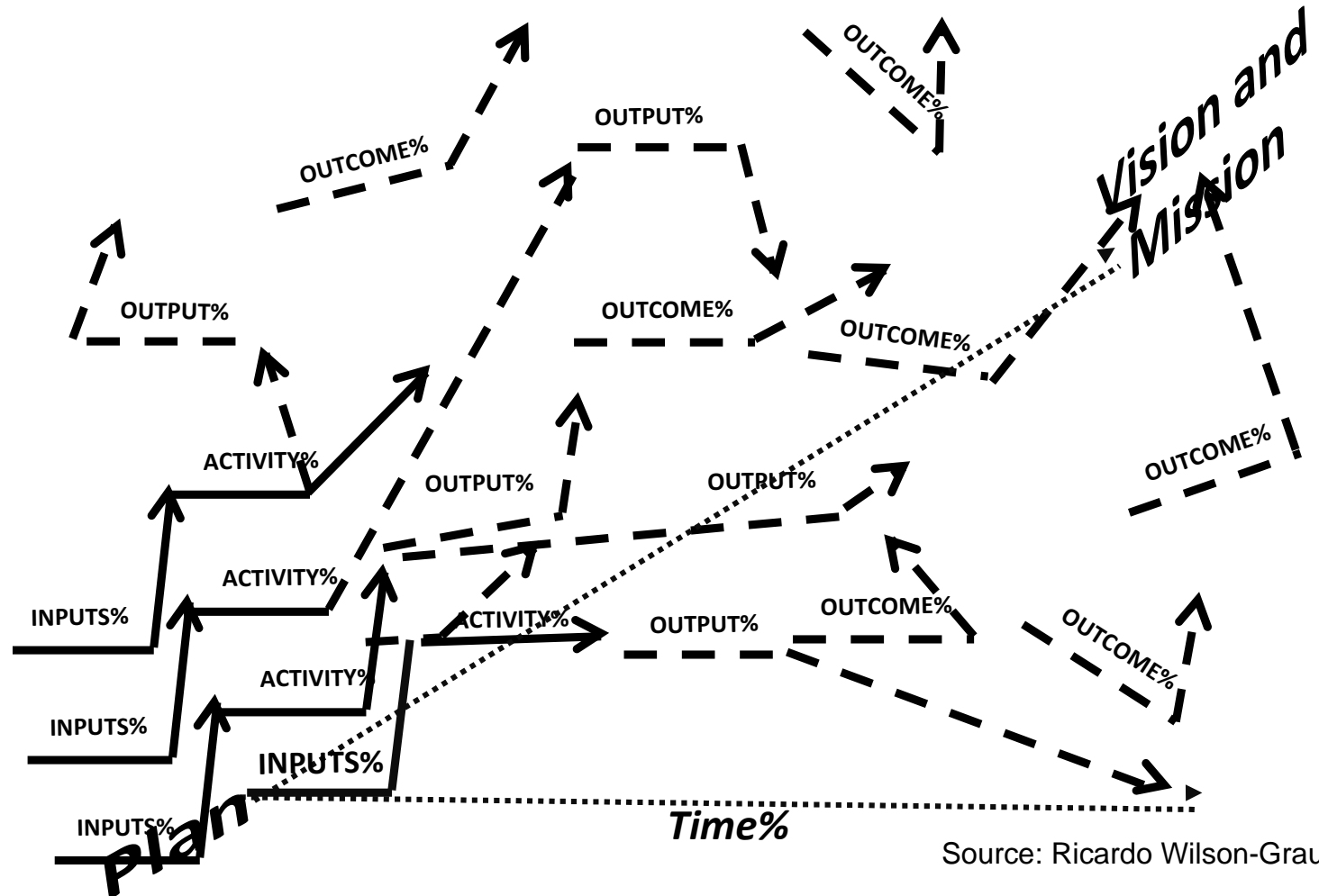
30 April 2021, EvalForwad Talks, Cornelia Rietdorf Senior Officer M&E

Strengthening Local Advocacy Leadership in East Africa (SLALE)

Project Causal Chain

Source: Ricardo Wilson-Grau (inspired by Jeff Conklin)

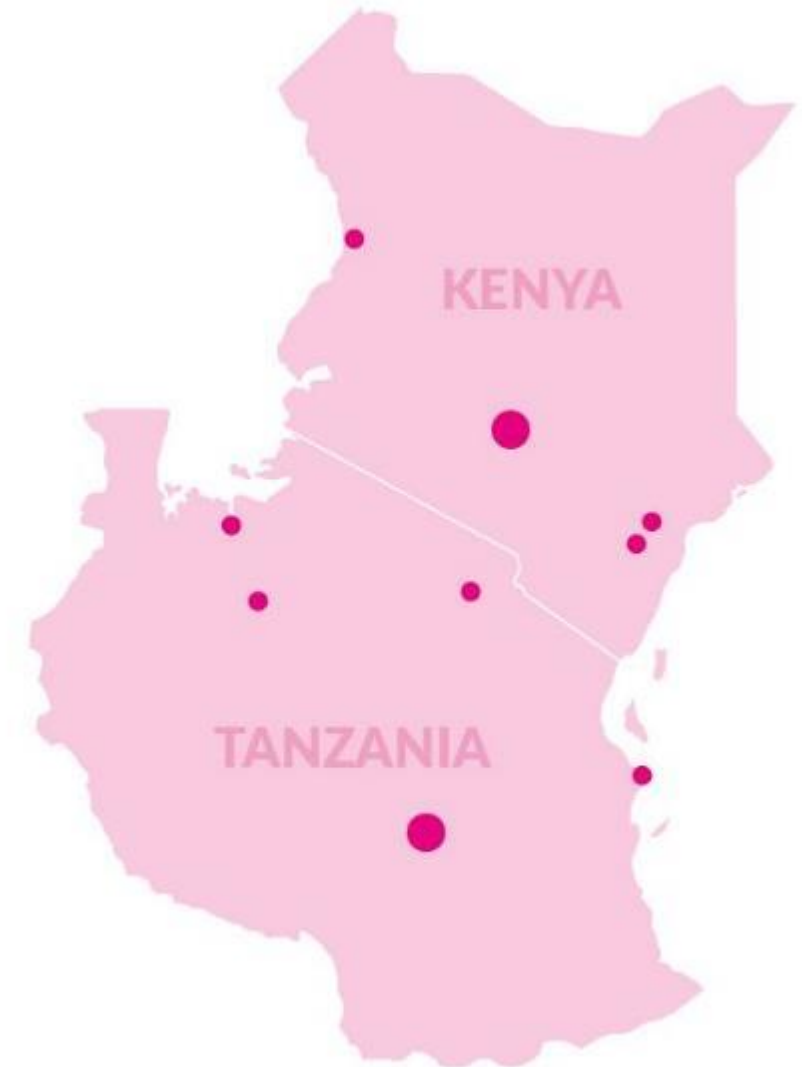# „Causal" Chain of Advocacy & CapDev Projects

Source: Ricardo Wilson-Grau

Context

Pilot: Project to test ways for sustainable Capacity Development and measuring change in meaningful ways.

Focus: Capacity Development of 12 youth-led CSOs to conduct effective locally driven ‚Family Planning and Reproductive Health' advocacy and strengthen their organisational structures.

KENYA

TANZANIA

M&E Approaches: Advocacy Capacity Review (ACR)

	Category	Outcome	Components
Advocacy effectiveness	Advocacy strategy and implementation	Organizations apply commitment, skills and organizational resources to develop and advance short- and long-term strategies	▪ Strategy formulation ▪ Advocacy planning ▪ Learning and evaluation ▪ Adaptation
	Tactical skills	Organizations have expertise or access to support to develop and implement appropriate tactics	▪ Advocacy tactic selection ▪ Skills related to core advocacy tactics
Enabling Conditions	Commitment	Organizations initiate and maintain continuous commitment to FPRH issues and engagement with sector	▪ Mission alignment with women's rights and advocacy ▪ Organizational values and culture ▪ Sector engagement ▪ Constituent connections
	Organizational vitality	Organizations have the institutional experience, positioning, sustainability and security to engage in and sustain FPRH advocacy	▪ Leadership ▪ Financial resource base ▪ Human resources ▪ Reputation and profile ▪ Security and safety

M&E Approaches: Monitoring and Review Tools

- Pre- & Post Test feed into review cycles of CapDev Model & project design;

- Questionnaires & small needs assessments for Refresher Trainings;

- Monitoring tools help keeping track of implementation of learnings;

M&E Approaches: Monitoring Visits

M&E Approaches: Lessons Learnt and Ideation Sessions

- Regular team reviews (NEW: „Use of Lessons Learnt Tracker")

- NEW Ideation Sessions with all project stakeholders

SLALE Lessons Learnt Documentation and Management Tool

M&E Approaches: Stories of Change

Preparation → Stories of Change Workshop → Stories of Change Conference

M&E Approaches: Endline

- Currently planning for a „modern" end line evaluation with a focus on capturing change brought through the intervention (integrating ACR and a strong qualitative focus by potentially including further qualitative approaches like Outcome Harvesting / Most Significant Change…)

Learnings

High investment in time and readines to learn and adapt are crucial.

Capacity Development can't be a one off exercise, it needs:

1. careful tested design (needs assessment & highly participatory apporach)
2. to be an iterative process
3. incorporate regular and inclusive review and adaptation cycles
4. build a trustful learning and sharing environment without hirachies and clear mutual accountability.

This creates ownership and leads to an enriching, transformative and sustainable process.

Challenges and Limitations

1. ACR Results are highly informative and a valuable source for the development of Capacity Development tools and guides – but also time and cost intensive.

2. Pre- and post tests only show immediate effects of trainings.

3. Building mutual accountability and trust to openly share not only what went well, but most importantly what should be improved - is a big task.

Open questions for discussion on challenges and solutions

1. What type of monitoring tools do you value most for measuring training or Capacity Development effects?

2. How do you create a trustful atmosphere with all project stakeholders to receive honest and consturctive feedback in review cycles?

3. What is your experience to measure and evaluate Capacity Development in a holistic way?

Thank you!

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