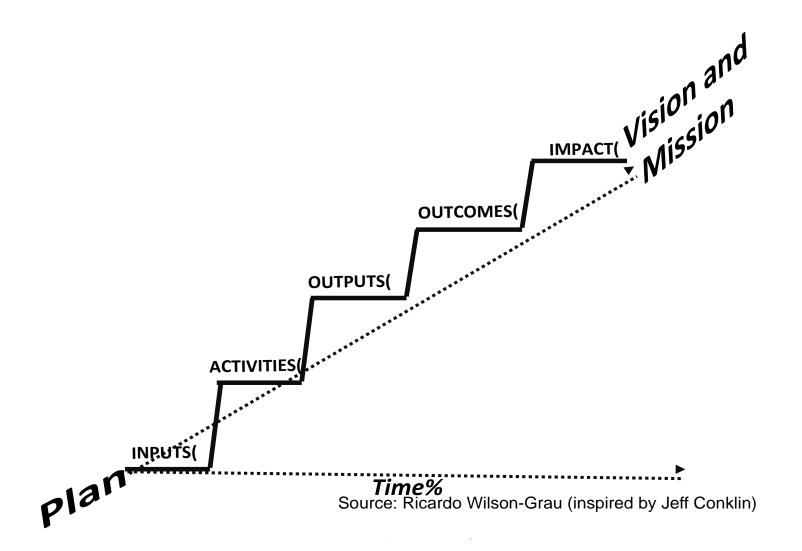


# How to best evaluate Capacity Development?

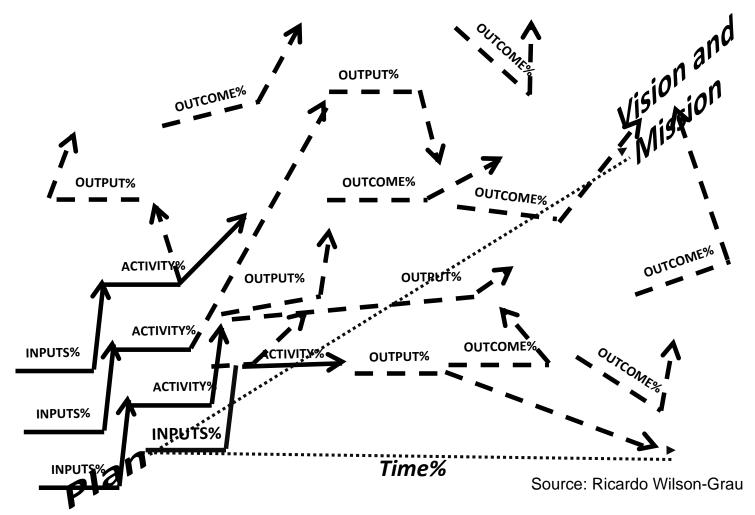
30 April 2021, EvalForwad Talks, Cornelia Rietdorf Senior Officer M&E



# **Project Causal Chain**



# "Causal" Chain of Advocacy & CapDev Projects



### 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.



# M&E Approaches: Advocacy Capacity Review (ACR)

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

Source:

https://www.aspeninstitute.or g/publications/the-advocacy-

capacity-review-guide/

# **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

DSW Car	
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dd.mm.yy	Category [adad what periof the project the Curefales of	Pmblem/Success that occured	lesson lessont (What have lesson do ver lesson from the Problem/Success/)	problem touccess lead of t	Recommendation Installatings improjed implementation Seale yeurocommend)	Adaptation (checkerecommendation to armod into arrow precise mension agreed changes here.	Liter [please select if the adaptation earlier aggod precise or if further discussion and adaptation as needed]	Recommendations for further improvement
24.01.21		Valuable apportunity for SLAE Allies & SGs to share experiences and learn from each other. It is somehow part of the project but standardised focus is missing or at least tacking. Konya implemented peer learning sessions in a more spontaneous and ad her way and it is highly valued by Allies & stus	Develop a more structured approach and increase focus on peer learning	Allies & SGs possess valuable skills and knowledge they could teed into the SLALE community and benefit from.	These should be captured more strategically and then translated into more structured peer learning sessions. SLALE illouid even have a specific indicator ensuring a more structured process.		adaptation ok, but further change needed	
15.09.20		Whilst Mentoring builds an integral part of the SLATE Project, there is no specific indicator allowing and facing us to capture all our CO mentioning activatives (including supporting documents) in our WebMo Database.		of what worked well and	Agree on best ways to cepture importment mentaring activities conducted (incl. Documentation) and key lessons learnt for our Capthev Model Review (e.g. capture Mentoring progress & supporting documents under Capthev Plan Indicator (Output 2.1) and key learnings could be captured either here or in our Capthev Model Review Documentation developed by Eva.		adaptation useful	For SLALE II plan Indicator to measure & capture Mentroling programs
eit.	Introduction	Lessons Learnt Drop Do	wn content	•		! [4]		

27 November 2017

# M&E Approaches: Stories of Change



## 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...)

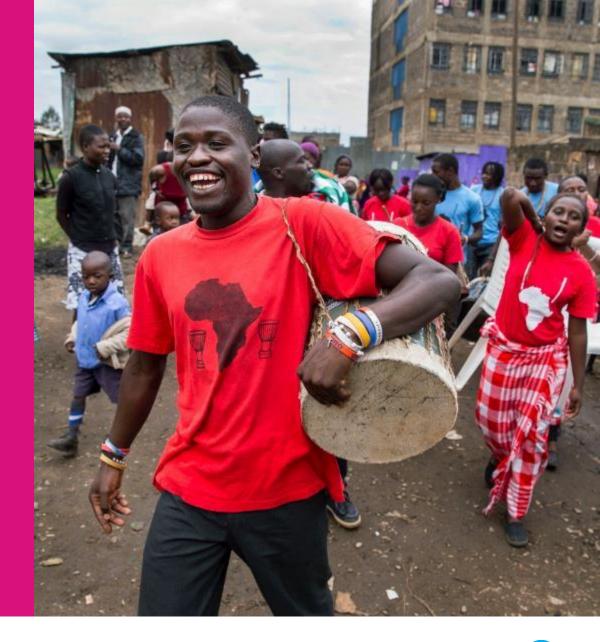
# Learnings

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**

 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!

