

M&E Tool for NGO Capacity Building

NGO Capacity Building Workshop

September 2010

Presented

by

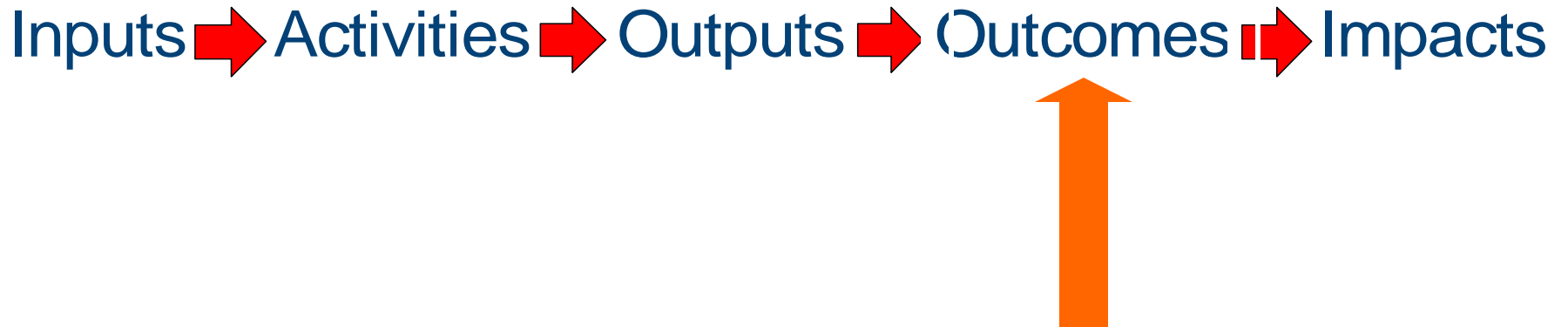
Carlene Baugh

At the end of the session participants will

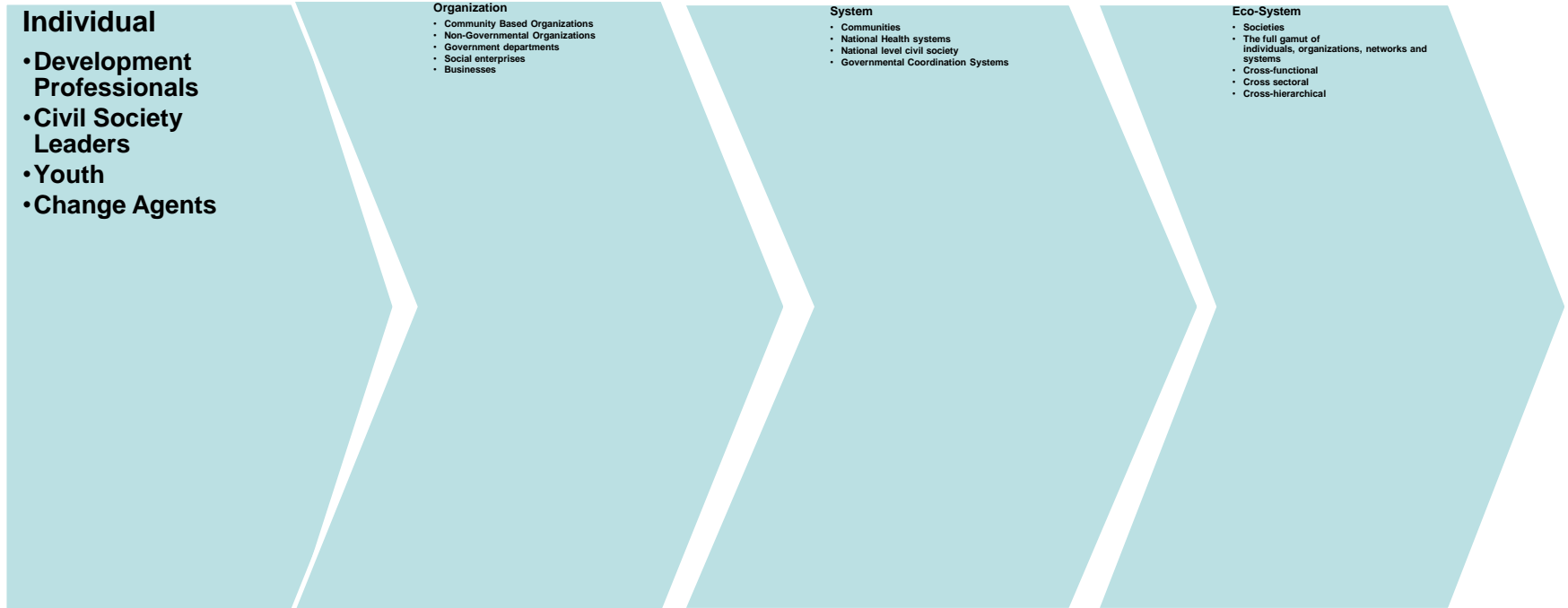
- Gain awareness of:
 - Framework for achieving program effects
 - A tool for tracking capacity building
- Identify:
 - How the tool can be applied in your NGO capacity building program (s)



Let's look at some FRAMEWORKS!

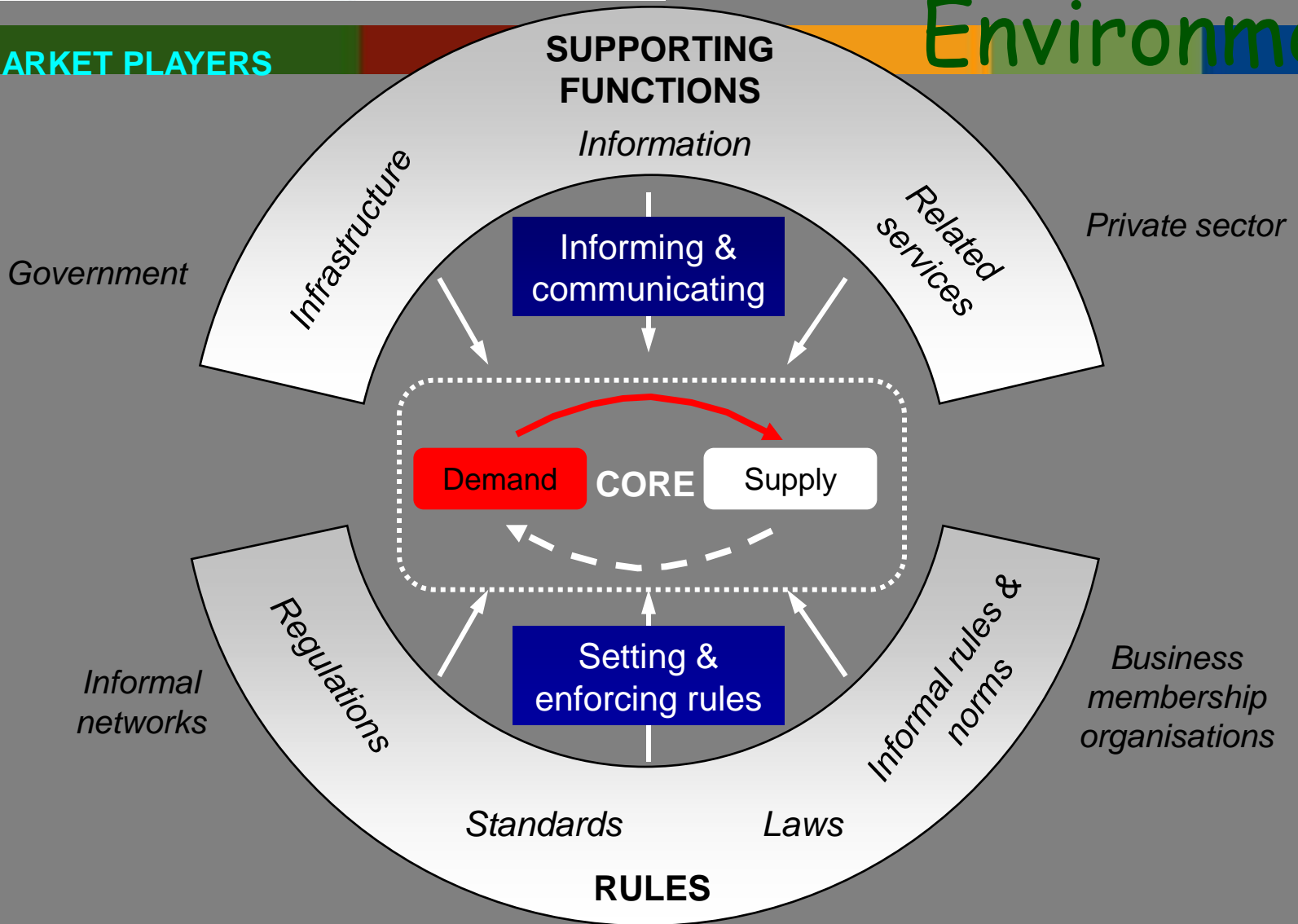


Capacity Development



Enabling Environment

MARKET PLAYERS



Traditional Program characteristics:

- Judge success or failure
- Measure against fixed goals
- External for objectivity
- Linear cause/effect models
- Accountability to external
- Accountability for control, blame
- Engender fear of failure

Developmental\Systemic approach

- Provide feedback for improvement
- New measures as goals evolve
- Internal, integrated, interpretive
- Seek to capture system dynamics
- Accountability to values, commitments
- Understand & respond strategically
- Feed hunger for learning

Adapted from: Patton, Michael Q., 2006, "Evaluation for the Way We Work", The Nonprofit Quarterly, Spring.

Key messages



**outcome
mapping**

Look at the bigger picture

- See yourself as a part of a interconnected web of relationships and systems



Recognizing that change is...

- Continuous
- Complex
- Non-linear
- Multi-directional
- Not controllable



Keeping your eyes wide open

- Being attentive along the journey is as important as the destination



Contribution not attribution

- your influence on a better world
- you can influence but not control change in your partners



- An M&E tool developed by IDRC
- Shift from assessing the products of a program TO:
Behavior change: relationships, or actions of the people, groups, and organizations with whom a program works directly and those within its **sphere of influence.**

- Assesses the *contributions* of development programs make to the achievement of **outcomes**
- Learning-based and use-driven guided by principles of participation and iterative learning throughout the program life-cycle
- Program, project or organizational levels

- Focuses on monitoring and evaluating its results in terms of the influence of the program on the roles these partners play in development

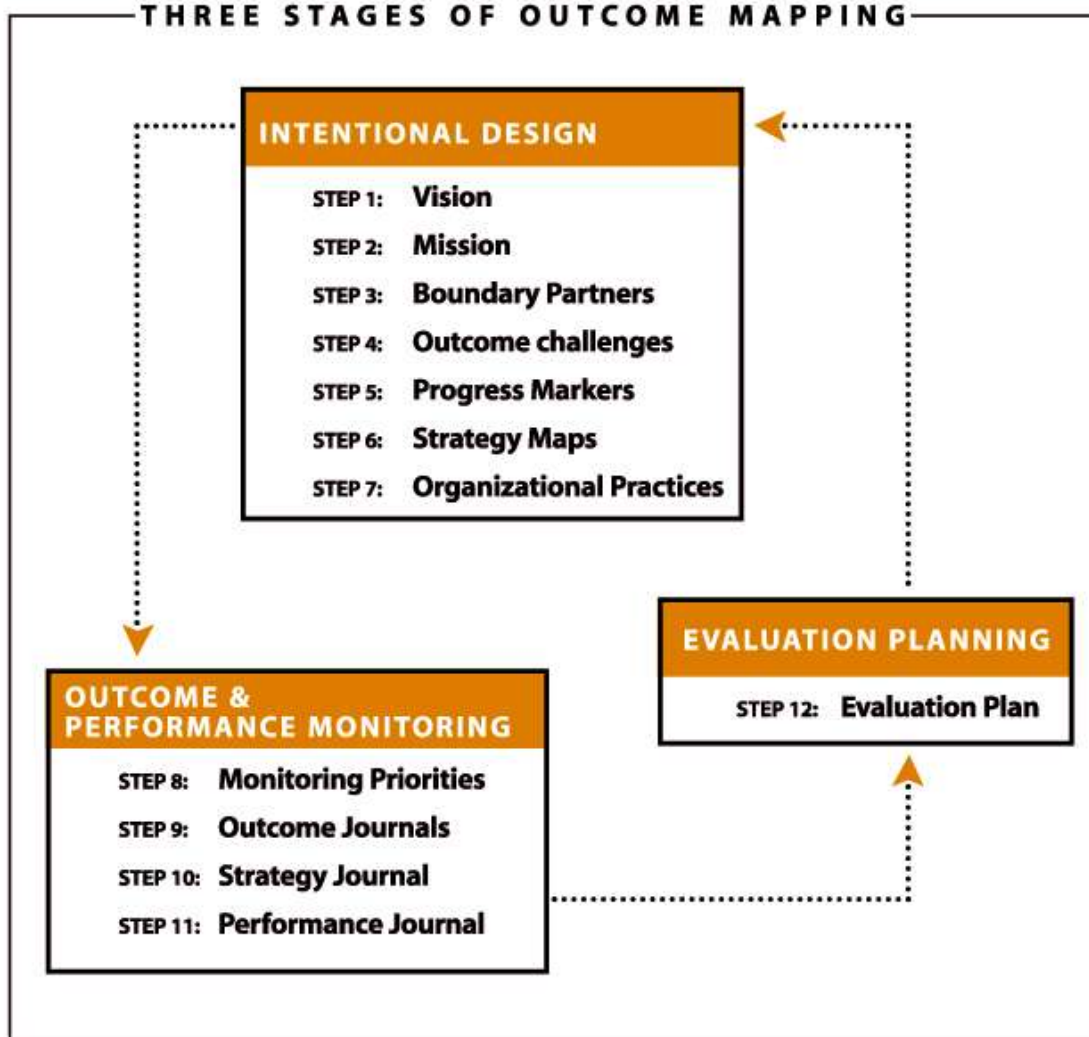
Outcome Mapping

Defines the program's outcomes as changes in behaviors of direct partners

Focuses on how programs facilitate change rather than how they caused change

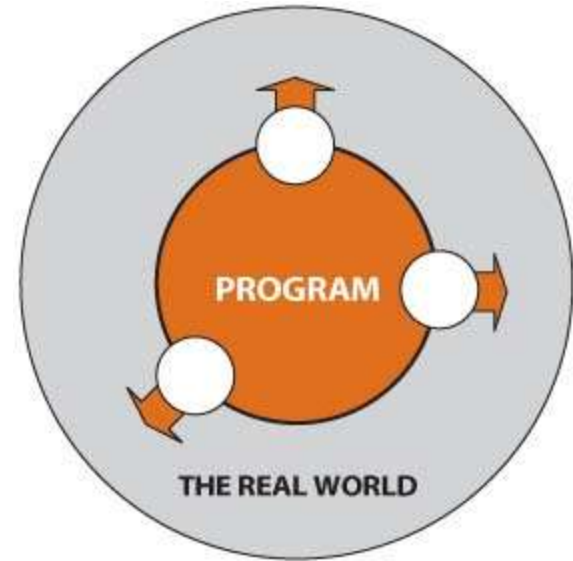
Recognizes the complexity of development processes together with the contexts in which they occur

Boundary Partners
Individuals, groups or organizations with whom the program interacts directly to effect change



Focus on direct partners

- Key concept is
« boundary partners »
- The individuals, groups, and organizations you work with directly and anticipate opportunities for influence



- **Local communities** (NGOs, indigenous groups, churches, community leaders)
- **Government officials and policymakers** (department, regional administration)
- **Private sector** (tourism, fisheries, non-timber forest products, logging and wood processing companies)

- **Outcome Challenge:** The program intends to see **local communities** that recognize the importance of, and are engaged in, the planning of resource management activities in partnership with other resource users in their region

progress markers =
ladder of change



Progress markers

- ✓ A graduated set of statements describing a progression of changed behaviors in the boundary partner
- ✓ Describe changes in actions, activities and relationships leading to the ideal outcome
- ✓ Shows story of change by articulating the complexity of the change process
- ✓ Can be monitored & observed
- ✓ Permit on-going assessment of partner's progress (including unintended results)

- Monitoring 3 elements
 - **Changes** in behaviors, actions, relationships, groups (*outcome journal*)
 - **Strategies** to encourage change in its partners (*strategy journal*)
 - **Functioning** of a program as an organizational unit (*performance journal*)

Each of these monitoring tools builds on elements from the Intentional Design stage, so the group should feel relatively comfortable with them.

- What are we doing well and what should we continue doing?
- What are we doing “okay” and what can we improve?
- What do we need to add to better address the organizational practices?
- What activities do we need to modify
- Who is responsible? What are the time lines?
- Has any issue come up that we need to evaluate in greater depth? What? When? Why? How?

Outcome journal

To understand the change process in boundary partners. Collects information about:

- Story of change and reasons for change
- Unexpected changes
- The actors and factors that contributed to that change
- How we know the change occurred
- Learnings (what? how? why?)

- Building learning and reflection into development programs (Sarah Earle, Fred Carden & Terry Smutylo, 2001)
- Outcome Mapping Learning Community
<http://www.outcomemapping.ca/>

Feedback & Questions