Endline report – India, NEDSSS MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

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This report presents the findings of the endline of the evaluation of the organisational capacity component of the MFS II country evaluations. The focus of this report is India, NEDSSS. The format is based on the requirements by the synthesis team and NWO/WOTRO. The endline was carried out in 2014. The baseline was carried out in May 2013.

Report CDI-15-020 |

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Acknowledgements

List of abbreviations and acronyms

BTAD	Bodoland Territorial Autonomous District
Causal map	Map with cause-effect relationships. See also 'detailed causal map'.
Causal mechanisms	The combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome
CBO	Community Based Organisation
CDI	Centre for Development Innovation, Wageningen UR
CEO	Chief Executive Officer
CFA	Co-Financing Agency
CHARM	Community Health in Assam and Rural Meghalaya
CSR	Corporate Social Responsibility
Detailed causal map	Also 'model of change'. the representation of all possible explanations – causal pathways for a change/ outcome. These pathways are that of the intervention, rival pathways and pathways that combine parts of the intervention pathway with that of others. This also depicts the reciprocity of various events influencing each other and impacting the overall change. In the 5C evaluation identified key organisational capacity changes and underlying reasons for change (causal mechanisms) are traced through process tracing (for attribution question).
DSSS	Diocesan Social Service Society
FCRA	Foreign Contribution Regulation Act
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
GMC	Government Medical College
HIV/AIDS	Human Immunodeficiency Virus infection/ Acquired Immune Deficiency Syndrome
HRE	Human Rights Education
IAG	Inter Agency Group
ICAR	Indian Council for Agricultural Research
IDF	India Development Foundation
IDS	Institute of Development Studies, U.K.
IFAD	International Fund for Agricultural Development
IGSSS	Indo-Global Social Service Society
IIE	Indian Institute of Entrepreneurship
KVK	KrishiVigyan Kendra
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
NABARD	National Bank for Agriculture and Rural Development
NACO	National AIDS Control Organisation
NC	North Cachar
NEDSSS	North East Diocesan Social Service Society
NESRC	North East Social Research Centre
NGO	Non-Governmental Organisation
NIRD	National Institute of Rural Development
OD	Organisational Development
PLHIV	People Living with HIV
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
RBM	Results Based Management
SHG	Self-Help Group

SIRD	State Institute of Rural Development
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
TISS	Tata Institute of Social Sciences
ToC	Theory of Change
UNDP	United Nations Development Programme
Wageningen UR	Wageningen University & Research centre
5 C	Capacity development model which focuses on 5 core capabilities

1 Introduction & summary

1.1 Purpose and outline of the report

The Netherlands has a long tradition of public support for civil bi-lateral development cooperation, going back to the 1960s. The Co-Financing System (*Medefinancieringsstelsel*, or 'MFS') is its most recent expression. MFS II is the 2011-2015 grant framework for Co-Financing Agencies (CFAs), which is directed at achieving a sustainable reduction in poverty. A total of 20 consortia of Dutch CFAs have been awarded €1.9 billion in MFS II grants by the Dutch Ministry of Foreign Affairs (MoFA).

The overall aim of MFS II is to help strengthen civil society in the South as a building block for structural poverty reduction. CFAs receiving MFS II funding work through strategic partnerships with Southern Partner Organisations.

The MFS II framework stipulates that each consortium is required to carry out independent external evaluations to be able to make valid, evaluative statements about the effective use of the available funding. On behalf of Dutch consortia receiving MFS II funding, NWO-WOTRO has issued three calls for proposals. Call deals with joint MFS II evaluations of development interventions at country level. Evaluations must comprise a baseline assessment in 2012 and a follow-up assessment in 2014 and should be arranged according to three categories of priority result areas as defined by MoFA:

Achievement of Millennium Development Goals (MDGs) & themes;

Capacity development of Southern partner organisations (SPO) (5 c study);

Efforts to strengthen civil society.

This report focuses on the assessment of capacity development of southern partner organisations. This evaluation of the organisational capacity development of the SPOs is organised around **four key evaluation questions**:

1. What are the changes in partner organisations' capacity during the 2012-2014 period?

2. To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?

3. Were the efforts of the MFS II consortia efficient?

4. What factors explain the findings drawn from the questions above?

The purpose of this report is to provide endline information on one of the SPOs involved in the evaluation: NEDSSS in India. The baseline report is described in a separate document.

Chapter 2 describes general information about the Southern Partner Organisation (SPO). Here you can find general information about the SPO, the context in which the SPO operates, contracting details and background to the SPO. In chapter 3 a brief overview of the methodological approach is described. You can find a more detailed description of the methodological approach in appendix 1.Chapter 4 describes the results of the 5c endline study. It provides an overview of capacity development interventions of the SPO that have been supported by MFS II. It also describes what changes in organisational capacity have taken place since the baseline and why (evaluation question is 1 and 4). This is described as a summary of the indicators per capability as well as a general causal map that provides an overview of the key organisational capacity changes since the baseline, as experienced by the SPO. The complete overview of descriptions per indicator, and how these have changed since the baseline is described in appendix 3. The complete visual and narrative for the key organisational capacity changes that have taken place since the baseline according to the SPO staff present at the endline workshop is presented in appendix 4.

Chapter 5 presents a discussion on the findings and methodology and a conclusion on the different evaluation questions.

The overall methodology for the endline study of capacity of southern partner organisations is coordinated between the 8 countries: Bangladesh (Centre for Development Studies, University of Bath; INTRAC); DRC (Disaster Studies, Wageningen UR); Ethiopia (CDI, Wageningen UR); India (CDI, Wageningen UR: Indonesia (CDI, Wageningen UR); Liberia (CDI, Wageningen UR); Pakistan (IDS; MetaMeta); (Uganda (ETC). Specific methodological variations to the approach carried out per country where CDI is involved are also described in this document.

This report is sent to the Co-Financing Agency (CFA) and the Southern Partner Organisation (SPO) for correcting factual errors and for final validation of the report.

1.2   Brief summary of analysis and findings

Over the last year and four months NEDSSS has very slightly improved in its capability to act and commit. Important improvements have been that the leader is more responsive and provides more strategic guidance, financial incentives for staff increased very slightly, the funding situation improved and staff improved in their proposal writing capacity. In the capability to adapt and self-renew NEDSSS also improved very slightly. This was mainly due to solid M&E application in the Cordaid project and improved M&E input from now trained partners, more critical reflection and NEDSSS being more responsive to non-church stakeholders. NEDSSS showed a very minor improvement in the capability to deliver on development objectives, as through NEDSSS' direct project implementation they know better if services meet beneficiaries' needs and balancing quality and efficiency also improved. The organisation had a very minor improvement in the capability to relate because engagement with non-church stakeholders improved and NEDSSS has become more visible as an organisation in its network. Finally there was a very minor improvement in the capability to achieve coherence because they introduced a HIV/AIDS work policy.

The evaluators considered it important to also note down the SPO's perspectives on the most important changes in in the organisation since the baseline. During the endline workshop the key organisational capacity changes that were brought up by NEDSSS' staff were: improved systems in place, increased visibility and diversification of funding. An MFS II supported capacity development intervention has played a role in improved systems in place. MFS II co-funded with MISEREOR a training on Society Registration and Documentation for the Governing Board and General Body, which made the board and body more proactive in improving systems. Trainings on financial management FCRA and government regulations, mostly funded by Missio München also were important to increase the knowledge of the director and governing body and led to a legal way of documentations. These trainings were triggered by changes in government rules and regulations concerning foreign funded NGOs. NEDSSS improved its visibility because the organisation produced many publications and improved their networking. Of these publications the HRE Modules were funded by MFS II. The diversification of funding was triggered by a need to diversify funding because of a changing donor environment and changing government regulation on foreign funding. An organisational assessment funded by CARITAS India led also to NEDSS focussing more on financial sustainability of the organisation. Staff skills in proposal writing and diversification of intervention areas allowed NEDSSS to attract new donors. According to NEDSSS, MFS II funded capacity development interventions have played a role, particularly in terms of the governing board and general body becoming more proactive and in terms of part of the publications that helped NEDSS become more visible since the baseline in May 2013.

2 General Information about the SPO – NEDSSS

2.1 General information about the Southern Partner Organisation (SPO)

Country	India
Consortium	Communities of Change Alliance
Responsible Dutch NGO	Cordaid
Project (if applicable)	Supported by Misereor and Cordaid: Capacity Building of DSSS Phase III Supported by Cordaid: Peace Building in North Eastern Region Human Rights Education in North Eastern States Peace Initiatives in Northeast India
Southern partner organisation	North East Diocesan Social Service Society (NEDSSS), the secretariat of NEDSSS is also referred to as "the Social Forum"

The project/partner is part of the sample for the following evaluation component(s):

Achievement of MDGs and themes	
Capacity development of Southern partner organisations	X
Efforts to strengthen civil society	

2.2 The socio-economic, cultural and political context in which the partner operates

NEDSSS is the official organisation of 15 catholic Dioceses of North East India to support and promote development initiatives undertaken by member Diocesan Social Service Societies, partner NGOs and other CBOs (Community Based Organisations).

The North Eastern part of India comprising Assam, Manipur, Arunachal Pradesh, Tripura, Nagaland, Mizoram, Meghalaya and Sikkim, is a conglomeration of different tribal cultures and practices. In comparison to other regions, the states in North East have a high sex ratio[1] and literacy rate.[2] For the whole of India there are on average 940 females per 1000 males, while there are generally more females per 1000 males in the North Eastern states. The average literacy rate is 74.04 percent for India and in most North Eastern states this is higher. Despite a favourable literacy rate and with a potential for economic development the region continues to remain underdeveloped. Underdevelopment of the region is attributed to the instability caused by conflict.

This region has been under turmoil since independence with integration of North East with the Indian Union during independence of the country from British colonial rule marked the beginning of incessant struggle in the region. With Armed forces on the one side and the militants on the other side, the struggle continued with moments of ceasefire and signing of treaties. In addition to differences with the Indian Union, there are conflicts among different tribal groups in the region. For instance, the North Cachar (NC) Hills and Karbi Anglong inhabited by indigenous tribes Karbi, Dimasa, Kuki, Khasi,

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[1] Sex Ratio (females per thousand males) of the North Eastern States as per 2011 Census are: Assam 954; Arunachal Pradesh 920; Manipur 987; Meghalaya 986; Mizoram 975; Nagaland 931; Sikkim 889;Tripura 961.

[2] Literacy rates of North East are: Assam 73.18%; Arunachal Pradesh 66.95%;Manipur 70.50%;Meghalaya 75.48%; Mizoram 91.58%; Nagaland 80.11%; Sikkim 82.2% and Tripura 87.75%.

Jaintia, Hmar, Bodo, Tiwa and Zeme Naga often face ethnic clashes over control of land. In Manipur the clashes between Kuki-Naga over years, continue to disrupt both peace and development in the region. At present, Kukis and Naga want separate administrative arrangements in the hills with Kukis fighting for Kukiland and Nagas for greater Nagaland. In Manipur the clash continues between Meiteis, Naga Tribes and Kuki-Chin-Mizo tribes. Different communities in Manipur are divided into hill and valley-based communities. While valley is inhabited by non-tribals Meitei and Meitei-Pangal (i.e. Muslims of Manipur), Kuki-Chin-Mizo and Naga tribes comprise the hill tribes in the region. These tribes are again sub-divided into several other tribes. Intra-group clashes and those between police/military and the insurgent groups have continued for years in this region. Mizoram tensions arise between Mizos and Reang (Bru) community, the latter claiming their autonomy in the state.

In addition to the tribal conflicts, geographical location of North East, surrounded by Bangladesh, Bhutan and China continue to remain a major law and order issue with illegal migration posing threat and demographic imbalance of the region. In July 2012, violence in the state of Assam (where NEDSSS is located) broke out with riots between the indigenous Bodos and Muslims. Between 20 July and 8 August 2012, 77 people had died and over 400,000 people were taking shelter in 270 relief camps, after being displaced from almost 400 villages. The Bodo tribe of Assam views this growing assertion of the migrant Muslims as a threat and have alleged that the Muslim population of the region has increased, boosted by refugees from the erstwhile East Pakistan (prior to the 1971 Indo-Pakistan War) and by subsequent illegal migrants from Bangladesh. Previously in 1983, more than 3000 people had been killed after the controversial Assam state elections as an outcome of the simmering anger and hatred between the two communities. Social tension and instability in Assam – themselves related to perceptions of difference that are generated by past migration – have also found uneasy and disturbing reflection in the rapid spread of rumours that affected migrants from the north-eastern region living in other parts of India. In order to address this issue, NEDSSS initiated the Peace and Reconciliation Dialogue on BTAD (Bodoland Territorial Autonomous District) in Assam held at TISS (Tata Institute of Social Sciences, North East Chapter). The aim of this dialogue was to weave together relationships that connect village elders, church leaders, women groups, citizens, resource persons for rebuilding and strengthening relationships among members of the community.[3]

While lack of peace and order has destabilised development of the region, spread of HIV has also led to detrimental impact on income, employment, savings and consumption of households, education of children and health. As per Report of the Workshop on HIV/AIDS Mainstreaming in Health and Development Work[4], there is a slight decrease in reported cases in Manipur, Mizoram and Nagaland; there is a rise in cases of HIV in Assam. Women suffering from HIV are worst affected by social and family exclusion specially if these women are pregnant, widow or those from high risk groups.

NEDSSS has addressed the issue of HIV through its HIV/AIDS workplace policy, which states that employees with HIV/AIDS shall have the same rights and obligations as all other employees and it is mandated that there will be no discrimination of any form against them. This way it observes zero toleration against stigma attached and discrimination meted out to PLHIV people, remove fears and create awareness among the employees about HIV/AIDS.[5]

In these conflicts there are violations of human rights at various levels leading to loss of human lives, property and lack of development in the region. NEDSSS has also been working towards spread of human rights education, which in turn will lead to peace and development in the region. To that end, they have initiated programmes in schools, published a human rights manual (2014) with information on understanding, utilizing and disseminating information regarding human rights and also provided books for children. NEDSSS believes that it is only through an integrated analysis of development and peace-building that there could be mapping of economic development.

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[3] Narrative Report 12-2013 to 5-2013.doc
[4] Report of HIV AIDS Workshop NEDSF_2013.pdf
[5] NEDSSS HIV AIDS Workplace policy.doc

2.3   Contracting details

When did cooperation with this partner start: 1997

What is the MFS II contracting period: 2011-2015

The following projects fall in this period, some of which have started before 2011:

Name of the Project	Project number	From	Till	Covered by MFS II
Capacity Building of DSSS Phase III	Project No. 317/ 4909E	01/07/2009	01/09/2012	from January 2011 – September 2012
Peace Building through a Concerted Response of Organisations in North Eastern India	Project No. 317/ 10543	01/11/2008	01/11/2011	from January 2011 – November 2011
Human Rights Education in North Eastern States	Project No. 317/ 10562	01/10/2010	31/12/2014	From January 2011 – December 2014
Peace Initiatives in Northeast India	Project No: 321-903-1030zg/108102	June 2012	30/01/2014	Whole period

Did cooperation with this partner end? Yes.

If yes, when did it finish? 31 December 2014.

What is the reason for ending the cooperation with this partner: General phasing out of programme in India. Only some of the counterparts will be supported further during some months in 2015, in case they contribute in a very direct way to the planned achievements of Cordaid's Unit "Women's Leadership for Peace and Security." This is not the case for NEDSSS.

2.4   Background to the Southern Partner Organisation

History

North East Diocesan Social Service Society (NEDSSS), is a Church based NGO, playing the role of Facilitator. It facilitates in building capacity of the staff of partners and other NGOs of North East Region through trainings, workshops, exposures, seminars, guidance and coordination. It extends its arms to various agencies for financial support in order to provide support to its partner organizations. Inception of the organisation took place in 1986, with an unregistered office in Dimapur, Nagaland by the initiative of Fr. P. Remegius and Fr. Sebastian Ousepparampil, Diocesan director of Social Work and CRS, Diocese of Kohima and regional convenor for SW. Some amount of money was given for training purposes, the staff being 2 men and 2 women (the money was by Cordaid through CARITAS until registration had been done). The vision and the mission (see below) of the organisation have remained the same throughout the years.

In the beginning of 1986, the Directors of social works of the North East Dioceses felt the need of NEDSSS to coordinate the social activities in the dioceses. The idea of the forum originated from the then Executive Director of CARITAS India. NEDSSS was established with an aim to coordinate all programmes which are designed in a way to train community workers (referred to as Animators) at Diocesan level. However, it also undertook training programmes for resource persons who in turn trained the animators in the remote areas. From the beginning, they did not want to just restrict their activities to evangelism but also do value addition to the community life (e.g., education, health and other social interventions). Therefore, the Archbishop of Shillong decided to move the organisation in the direction of working for the community. In due course of time, the Shillong Diocese was divided into 5 Dioceses, which then were further divided into 15 Dioceses.

Caritas India has been one of the main donors for NEDSSS, as Caritas is the organisation of all Bishops of the country, whereas NEDSSS is the organisation of Bishops of the North East Region. Hence, there exists a direct link between NEDSSS and Caritas India.

In 1988, there was a plan to shift the office to Guwahati. A plan was proposed for NEDSSS Centre. Archbishop of Shillong was ready to part with the previously acquired land at Joypur, Kharguli in Guwahati and thus the process of shifting the office from Dimapur to Guwahati was put into action.

In 1989 the first Animator (Ms Myrtle Fernandez) was appointed. By the end of 1989, the temporary office of NEDSSS commenced functioning in the Bishop's House, Dimapur with two full time office staff – Ms Celine Concessio and Ms Jeanatte D'Souza.

By 1997-98, a lot had changed. The building of the NEDSSS had been inaugurated in Guwahati in 1994 along with bi annual newsletter. In 1996, staff consisted of a Director, 2 monitors, 2 Office Staff, 1 Driver and 2 Supporting Staff. In 1998, the CARITAS office started functioning from the office of the Social Forum. In the year 1997, one of the main changes was additional focus on Religion-cultural approaches to the problems of violence and communalism. A management course for Diocesan Directors was organized in 1995. A training course for the Diocesan Directors was organised by Caritas India in 1997. In 2002, an evaluation study was published of NEDSSS for the period of 1986-2002. (Evaluation study of NEDSSS, Fr Gerry and Dr Richard, 2002). Also by this time, NEDSSS started functioning independently. The staff then comprised of the Director, 2 coordinators at social forum, 5 support staff. DSS had 20 animators in the field.

In 2003-04, while the focus of earlier training programs was pastoral oriented awareness building and centred mostly around CRS Food Aid programme and projects like Tribal hostels, there emerged a significant paradigm shift towards the use of animators and awareness building among women and other marginalized groups to ensure sustainability of the projects. In 2003-04, the first annual report of NEDSSS was published. In 2004, Expansion of the office complex took place with construction of a conference hall on higher floors. The funders of NEDSSS in 2003 included DK Austria for women empowerment programme, Caritas India for Community disaster management programme and CRS for Peace Program. UNICEF funded for carrying out a need assessment survey for a project on Behaviour change communication for 10 NGOs in Assam. This project began in 2004 and is still in operation.

Capacity building programs were begun after an ASK Evaluation (in 2003), to carry out trainings for partner organisations and these programmes in turn developed capacity of NEDSSS staff (co funded by MISEREOR and Cordaid). In 2009 NEDSSS took steps to finalise strategic plans and streamlining the finance policy.

In 2011, financial management training was organised in NEDSSS Guwahati and funded by Cordaid. Based on this training NEDSSS is streamlining its processes. It has improved its documentation in the last two years (2012-2014). Better documentation has been a part of the process of change for bidding for new projects. NEDSSS has also worked towards developing the capacity of its 15 partners.

In 2011, the Social Forum revisited its Gender policy and HR Policy. There was also expansion of the office premises, with laying down of the foundation for the training venue. New programmes on Human rights education and HIV AIDS have been initiated and mainstreamed as one of the organisation's main programs. At present, the number of staff is 27 at the Social Forum. The Social Forum or North East Diocesan Social Forum is the secretariat of NEDSSS.

In 2012, NEDSSS conducted a two-day workshop for the director of DSSSs on Society Registration and Documentation by Director of MASK, Nagpur. The training was on maintenance of registers of General Body Members, Governing Body Members, assets, minutes of annual general body meetings and governing body meetings. Emphasis was given on how to keep systematic records of the Minutes of the General Body and Governing Body meetings and the Amendments of Memorandum of the Organization. In these workshops, clarifications of Foreign Contribution Regulation Act 2010 were also made.

In 2013, NEDSSS introduced the HIV/AIDS Workplace policy with an aim to promote and respect the dignity of individuals irrespective of his/her status of HIV/AIDS and non-acceptance of any kinds of discrimination against PLHIV 1 and those affected by HIV and AIDS. The Policy outlines the procedures for interacting with employees who have medically been diagnosed with HIV or who are suspected of

being HIV positive or having developed AIDS and guidelines were provided to the staff on HIV/AIDS workplace policy.

In 2013, Cordaid extended the funding period of NEDSSS for its project on 'Human Rights Education in North Eastern States' from 1st January 2013 to 31st December, 2013. Staff of NEDSSS has been actively involved in the publication: Human Rights Manual-2014 (an understanding and guide to teachers) by Sr. Prema Chawalur, Chief Coordinator NEDSSS, Publication of Family Health Kit-2013 written Fr. S. Melookunnel SJ and team and Portraits of Change edited and compiled by Mr. Jaison Varghese M&E Officer NEDSSS, The Church in North East, Human Rights Mode-III. NEDSSS introduced Human Rights Education (HRE) in 258 schools and trained 253 teachers on the values of human rights (till date February 2015). NEDSSS also published HRE Modules—I and II for class IV and VII and Module III for class VIII. Training of Trainers on Human Rights as part of Human Rights Education in North East India programme in Madurai; exposure visits and workshops are organized for the staffs.

There had also been extension of Cordaid funding until 31 December 2014 for the project 'Peace Initiatives in North East India' of an amount of EUR, 52.000 (Rs.3894386.60). Now NEDSSS is in the process of implementing projects directly to sustain itself as well as to get more visibility through innovative ideas/models and will be developing operational plans independently.

Vision [Source: Annual report_2014]

A society where people live in unity amid diversity based on the Gospel values of justice and love.

Mission [Source: Annual report_2014]

To enable member associations to empower the poor and marginalised and ethnic groups in the region for promotion of peaceful just and equitable society through a participatory and sustainable development process.

Strategies

NEDSSS aims at building the capacity of the dioceses, strengthen the Human Resource system, Planning, Monitoring, Evaluation system and facilitate in developing the networks and linkages for the partners for mobilizing resources and schemes so that the poor and marginalised communities empowered and developed. To achieve these objectives it developed the following strategic plans:

1.Capacity building
   a.Training
      I. Centre Based training at Forum
      II. Centre level training for new Dioceses at NEDSF
      III. Handholding support to strengthen/develop system in the Dioceses
      IV. Customized Need Based Training at Diocesan level
      V. Training for Forum personnel

   b.Support system for new and weak diocesan organization:
   The social Forum provides sustained support going beyond trainings. This support will mean working together with the diocesan staff, first to perform a task and demonstrate them to have the staff do in the facilitators' presence and finally beginning to do it independently.

   c.Information, collection and dissemination:
   This is a strategy which is planned to strengthen the RBA initiative among the dioceses.

   d.Facilitating Inter-learning among members:
   The team members of Social Forum periodically visits the Dioceses and identify success stories and role models, document them and circulate to all the member institutions so that those can be replicated by others.

   e.Collective reflection:
   Besides the capacity building support provided by the forum to the diocesan member organizations, the social forum plays a role in the reflection on the capacity building process.

   f. Facilitating networking and linkage with outside agencies:
   The Forum appoints a professional who will network and linkage with different Government department, NGOs and other institutions.

2. Lobbying and advocacy

The strategy for lobbying and advocacy would be as given below:

- Develop own capacity in this field
- Conceptual knowledge and skills in advocacy
- Evolve common strategies together with dioceses
- Achieve convergence of opinion and efforts
- Develop documentation on issues-researched by others
- Highlight the issues facing north East in general and the specific communities in the media
- Network with NGO's
- Use media to create public opinion and influence the policy makers
- Also create public opinion through poster, campaigns, and rallies
- Influence the policy makers by inter acting with them directly or in public meetings, seminars organised by Social Forum or by others.

3 Methodological approach and reflection

3.1 Overall methodological approach and reflection

This chapter describes the methodological design and challenges for the assessment of capacity development of Southern Partner Organisations (SPOs), also called the '5C study'. This 5C study is organised around **four key evaluation questions**:

1. What are the changes in partner organisations' capacity during the 2012-2014 period?
2. To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?
3. Were the efforts of the MFS II consortia efficient?
4. What factors explain the findings drawn from the questions above?

It has been agreed that the question (3) around efficiency cannot be addressed for this 5C study. The methodological approach for the other three questions is described below. At the end, a methodological reflection is provided.

Note: this methodological approach is applied to 4 countries that the Centre for Development Innovation, Wageningen University and Research centre is involved in in terms of the 5C study (Ethiopia, India, Indonesia, Liberia). The overall approach has been agreed with all the 8 countries selected for this MFS II evaluation. The 5C country teams have been trained and coached on this methodological approach during the evaluation process. Details specific to the SPO are described in chapter 5.1 of the SPO report A detailed overview of the approach is described in appendix 1.

The first (changes in organisational capacity) and the fourth evaluation question are addressed together through:

- **Changes in the 5C indicators since the baseline:** standard indicators have been agreed upon for each of the five capabilities of the five capabilities framework (see appendix 2) and changes between the baseline, and the endline situation have been described. For data collection a mix of data collection methods has been used, including self-assessments by SPO staff; interviews with SPO staff and externals; document review; observation. For data analysis, the Nvivo software program for qualitative data analysis has been used. Final descriptions per indicator and per capability with corresponding scores have been provided.
- **Key organisational capacity changes – 'general causal map':** during the endline workshop a brainstorm has been facilitated to generate the key organisational capacity changes as perceived by the SPO since the baseline, with related underlying causes. For this purpose, a visual as well as a narrative causal map have been described.

In terms of the attribution question (2 and 4), **'process tracing'** is used. This is a theory-based approach that has been applied to a selected number of SPOs since it is a very intensive and costly methodology, although it provides rich information and can generate a lot of learning within the organisations. This approach was presented and agreed-upon during the synthesis workshop on 17-18 June 2013 by the 5C teams for the eight countries of the MFS II evaluation. A more detailed description of the approach was presented during the synthesis workshop in February 2014. The synthesis team, NWO-WOTRO, the country project leaders and the MFS II organisations present at the workshop have accepted this approach. It was agreed that this approach can only be used for a selected number of SPOs since it is a very intensive and costly methodology. Key organisational capacity changes/ outcomes of the SPO were identified, based on their relationship to the two selected capabilities, the capability to act and commit the capability to adapt and self-renew, and an expected relationship with CFA supported capacity development interventions (MFS II funding). It was agreed to

focus on these two capabilities, since these are the most targeted capabilities by the CFAs, as established during the baseline process.

Please find below an explanation of how the above-mentioned evaluation questions have been addressed in the 5C evaluation.

At the end of this appendix a brief methodological reflection is provided.

3.2 Assessing changes in organisational capacity and reasons for change - evaluation question 1 and 4

This section describes the data collection and analysis methodology for answering the first evaluation question: **What are the changes in partner organisations' capacity during the 2012-2014 period?** And the fourth evaluation question: **"What factors explain the findings drawn from the questions above?"**

In order to explain the changes in organisational capacity development between baseline and endline (evaluation question 1) the CDI and in-country evaluation teams needed to review the indicators and how they have changed between baseline and endline and what reasons have been provided for this. This is explained below. It has been difficult to find detailed explanations for changes in each of the separate 5c indicators, but the 'general causal map' has provided some ideas about some of the key underlying factors actors and interventions that influence the key organisational capacity changes, as perceived by the SPO staff.

The evaluators considered it important to also note down a consolidated SPO story and this would also provide more information about what the SPO considered to be important in terms of organisational capacity changes since the baseline and how they perceived these key changes to have come about. Whilst this information has not been validated with sources other than SPO staff, it was considered important to understand how the SPOs has perceived changes in the organisation since the baseline.

For those SPOs that are selected for process tracing (evaluation question 2), more in-depth information is provided for the identified key organisational capacity changes and how MFS II supported capacity development interventions as well as other actors, factors and interventions have influenced these changes. This is integrated in the next session on the evaluation question on attribution, as described below and in the appendix 1.

How information was collected and analysed for addressing evaluation question 1 and 4, in terms of description of changes in indicators per capability as well as in terms of the general causal map, based on key organisational capacity changes as perceived by the SPO staff, is further described below.

During the baseline in 2012 information has been collected on each of the 33 agreed upon indicators for organisational capacity. For each of the five capabilities of the 5C framework indicators have been developed as can be seen in Appendix 2. During this 5C baseline, a summary description has been provided for each of these indicators, based on document review and the information provided by staff, the Co-financing Agency (CFA) and other external stakeholders. Also a summary description has been provided for each capability. The results of these can be read in the baseline reports.

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012[6].

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[6] The same categories were used as during the baseline (except beneficiaries, other funders): staff categories including management, programme staff, project staff, monitoring and evaluation staff, field staff, administration staff; stakeholder categories including co-financing agency (CFA), consultants, partners.

Per indicator they could indicate whether there was an improvement or deterioration or no change and also describe these changes. Furthermore, per indicator the interviewee could indicate what interventions, actors and other factors explain this change compared to the baseline situation. See below the specific questions that are asked for each of the indicators. Per category of interviewees there is a different list of indicators to be looked at. For example, staff members were presented with a list of all the indicators, whilst external people, for example partners, are presented with a select number of indicators, relevant to the stakeholder.

The information on the indicators was collected in different ways:

1) **Endline workshop at the SPO - self-assessment and 'general causal map'**: similar to data collection during the baseline, different categories of staff (as much as possible the same people as during the baseline) were brought together in a workshop and requested to respond, in their staff category, to the list of questions for each of the indicators (self-assessment sheet). Prior to carrying out the self-assessments, a brainstorming sessions was facilitated to develop a 'general causal map', based on the key organisational capacity changes since the baseline as perceived by SPO staff. Whilst this general causal map is not validated with additional information, it provides a sequential narrative, based on organisational capacity changes as perceived by SPO staff;

2) **Interviews with staff members**: additional to the endline workshop, interviews were held with SPO staff, either to provide more in-depth information on the information provided on the self-assessment formats during the workshop, or as a separate interview for staff members that were not present during the endline workshop;

3) **Interviews with externals**: different formats were developed for different types of external respondents, especially the co-financing agency (CFA), but also partner agencies, and organisational development consultants where possible. These externals were interviewed, either face-to-face or by phone/Skype. The interview sheets were sent to the respondents and if they wanted, these could be filled in digitally and followed up on during the interview;

4) **Document review**: similar to the baseline in 2012, relevant documents were reviewed so as to get information on each indicator. Documents to be reviewed included progress reports, evaluation reports, training reports, etc. (see below) since the baseline in 2012, so as to identify changes in each of the indicators;

5) **Observation**: similar to what was done in 2012, also in 2014 the evaluation team had a list with observable indicators which were to be used for observation during the visit to the SPO.

Below the key steps to assess changes in indicators are described.

> Key steps to assess changes in indicators are described
> 1. Provide the description of indicators in the relevant formats – CDI team
> 2. Review the descriptions per indicator – in-country team & CDI team
> 3. Send the formats adapted to the SPO to CFA and SPO – in-country team (formats for SPO) and CDI team (formats for CFA)
> 4. Collect, upload & code the documents from CFA and SPO in NVivo – CDI team
> 5. Organise the field visit to the SPO – in-country team
> 6. Interview the CFA – CDI team
> 7. Run the endline workshop with the SPO – in-country team
> 8. Interview SPO staff – in-country team
> 9. Fill-in observation sheets – in-country team
> 10. Interview externals – in-country team
> 11. Upload and auto-code all the formats collected by in-country team and CDI team in NVivo – CDI team
> 12. Provide to the overview of information per 5c indicator to in-country team – CDI team
> 13. Analyse data and develop a draft description of the findings per indicator and for the general questions – in-country team
> 14. Analyse data and develop a final description of the findings per indicator and per capability and for the general questions – CDI team
> 15. Analyse the information in the general causal map –in-country team and CDI-team

Note: the CDI team include the Dutch 5c country coordinator as well as the overall 5c coordinator for the four countries (Ethiopia, India, Indonesia, Liberia). The 5c country report is based on the separate SPO reports.

Please see appendix 1 for a description of the detailed process and steps.

3.3 Attributing changes in organisational capacity - evaluation question 2 and 4

This section describes the data collection and analysis methodology for answering the second evaluation question: *To what degree are the changes identified in partner capacity attributable to (capacity) development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?* and the fourth evaluation question: **"What factors explain the findings drawn from the questions above?"**

In terms of the attribution question (2), 'process tracing' is used. This is a theory-based approach that has been applied to a selected number of SPOs since it is a very intensive and costly methodology, although it provides rich information and can generate a lot of learning within the organisations. Key organisational capacity changes/ outcomes of the SPO were identified, based on their relationship to the two selected capabilities, the capability to act and commit the capability to adapt and self-renew, and an expected relationship with CFA supported capacity development interventions (MFS II funding). It was agreed to focus on these two capabilities, since these are the most targeted capabilities by the CFAs, as established during the baseline process.

Below, the selection of SPOs for process tracing as well as the different steps involved for process tracing in the selected SPOs, are further explained.

3.3.1 Selection of SPOs for 5C process tracing

Process tracing is a very intensive methodology that is very time and resource consuming (for development and analysis of one final detailed causal map, it takes about 1-2 weeks in total, for different members of the evaluation team). It has been agreed upon during the synthesis workshop on 17-18 June 2013 that only a selected number of SPOs will take part in this process tracing for the purpose of understanding the attribution question. The selection of SPOs is based on the following criteria:

- MFS II support to the SPO has not ended before 2014 (since this would leave us with too small a time difference between intervention and outcome);
- Focus is on the 1-2 capabilities that are targeted most by CFAs in a particular country;
- Both the SPO and the CFA are targeting the same capability, and preferably aim for similar outcomes;
- Maximum one SPO per CFA per country will be included in the process tracing.

The intention was to focus on about 30-50% of the SPOs involved. Please see the tables below for a selection of SPOs per country. Per country, a first table shows the extent to which a CFA targets the five capabilities, which is used to select the capabilities to focus on. A second table presents which SPO is selected, and takes into consideration the selection criteria as mentioned above.

For the detailed results of this selection, in the four countries that CDI is involved in, please see appendix 1. The following SPOs were selected for process tracing:

Ethiopia: AMREF, ECFA, FSCE, HUNDEE (4/9)

India: BVHA, COUNT, FFID, SMILE, VTRC (5/10)

Indonesia: ASB, ECPAT, PtPPMA, YPI, YRBI (5/12)

Liberia: BSC, RHRAP (2/5).

3.3.2 Key steps in process tracing for the 5C study

In the box below you will find the key steps developed for the 5C process tracing methodology. These steps will be further explained here. Only key staff of the SPO is involved in this process: management; programme/ project staff; and monitoring and evaluation staff, and other staff that could provide information relevant to the identified outcome area/key organisational capacity change. Those SPOs selected for process tracing had a separate endline workshop, in addition to the ' general endline workshop. This workshop was carried out after the initial endline workshop and the interviews

during the field visit to the SPO. Where possible, the general and process tracing endline workshop have been held consecutively, but where possible these workshops were held at different points in time, due to the complex design of the process. Below the detailed steps for the purpose of process tracing are further explained. More information can be found in Appendix 1.

Key steps in process tracing for the 5C study

1. Identify the planned MFS II supported capacity development interventions within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team

2. Identify the implemented MFS II supported capacity development interventions within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team

3. Identify initial changes/ outcome areas in these two capabilities – CDI team & in-country team

4. Construct the detailed, initial causal map (theoretical model of change) – CDI team & in-country team

5. Identify types of evidence needed to verify or discard different causal relationships in the model of change – in-country teams, with support from CDI team

6. Collect data to verify or discard causal mechanisms and construct workshop based, detailed causal map (model of change) – in-country team

7. Assess the quality of data and analyse data and develop final detailed causal map (model of change) – in-country team with CDI team

8. Analyse and conclude on findings– CDI team, in collaboration with in-country team

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3.3.3 Methodological reflection

Below a few methodological reflections are made by the 5C evaluation team. These can also be found in appendix 1.

Use of the 5 core capabilities framework and qualitative approach: this has proven to a be very useful framework to assess organisational capacity. The five core capabilities provide a comprehensive picture of the capacity of an organisation. The capabilities are interlinked, which was also reflected in the description of standard indicators, that have been developed for the purpose of this 5C evaluation and agreed upon for the eight countries. Using this framework with a mainly qualitative approach has provided rich information for the SPOs and CFAs, and many have indicated this was a useful learning exercise.

Using standard indicators and scores: using standard indicators is useful for comparison purposes. However, the information provided per indicator is very specific to the SPO and therefore makes comparison difficult. Whilst the description of indicators has been useful for the SPO and CFA, it is questionable to what extent indicators can be compared across SPOs since they need to be seen in context, for them to make meaning. In relation to this, one can say that scores that are provided for the indicators, are only relative and cannot show the richness of information as provided in the indicator description. Furthermore, it must be noted that organisations are continuously changing and scores are just a snapshot in time. There cannot be perfect score for this. In hindsight, having rubrics would have been more useful than scores.

General causal map: whilst this general causal map, which is based on key organisational capacity changes and related causes, as perceived by the SPO staff present at the endline workshop, has not been validated with other sources of information except SPO feedback, the 5C evaluation team considers this information important, since it provides the SPO story about how and which changes in the organisation since the baseline, are perceived as being important, and how these changes have come about. This will provide information additional to the information that has been validated when

analysing and describing the indicators as well as the information provided through process tracing (selected SPOs). This has proven to be a learning experience for many SPOs.

Using process tracing for dealing with the attribution question: this theory-based and mainly qualitative approach has been chosen to deal with the attribution question, on how the organisational capacity changes in the organisations have come about and what the relationship is with MFS II supported capacity development interventions and other factors. This has proven to be a very useful process, that provided a lot of very rich information. Many SPOs and CFAs have already indicated that they appreciated the richness of information which provided a story about how identified organisational capacity changes have come about. Whilst this process was intensive for SPOs during the process tracing workshops, many appreciated this to be a learning process that provided useful information on how the organisation can further develop itself. For the evaluation team, this has also been an intensive and time-consuming process, but since it provided rich information in a learning process, the effort was worth it, if SPOs and CFAs find this process and findings useful.

A few remarks need to be made:

- Outcome explaining process tracing is used for this purpose, but has been adapted to the situation since the issues being looked at were very complex in nature.
- Difficulty of verifying each and every single change and causal relationship:
  - Intensity of the process and problems with recall: often the process tracing workshop was done straight after the general endline workshop that has been done for all the SPOs.In some cases, the process tracing endline workshop has been done at a different point in time, which was better for staff involved in this process, since process tracing asks people to think back about changes and how these changes have come about. The word difficulties with recalling some of these changes and how they have come about. See also the next paragraph.
  - Difficulty of assessing changes in knowledge and behaviour: training questionnaire is have been developed, based on Kirkpatrick's model and were specifically tailored to identify not only the interest but also the change in knowledge and skills, behaviour as well as organisational changes as a result of a particular training. The retention ability of individuals, irrespective of their position in the organisation, is often unstable. The 5C evaluation team experienced that it was difficult for people to recall specific trainings, and what they learned from those trainings. Often a change in knowledge, skills and behaviour is a result brought about by a combination of different factors , rather than being traceable to one particular event. The detailed causal maps that have been established, also clearly pointed this. There are many factors at play that make people change their behaviour, and this is not just dependent on training but also internal/personal (motivational) factors as well as factors within the organisation, that stimulate or hinder a person to change behaviour. Understanding how behaviour change works is important when trying to really understand the extent to which behaviour has changed as a result of different factors, actors and interventions. Organisations change because people change and therefore understanding when and how these individuals change behaviour is crucial. Also attrition and change in key organisational positions can contribute considerably to the outcome.

Utilisation of the evaluation

The 5C evaluation team considers it important to also discuss issues around utility of this evaluation. We want to mention just a few.

Design – mainly externally driven and with a focus on accountability and standard indicators and approaches within a limited time frame, and limited budget: this MFS II evaluation is originally based on a design that has been decided by IOB (the independent evaluation office of the Dutch Ministry of Foreign Affairs) and to some extent MFS II organisations. The evaluators have had no influence on the overall design and sampling for the 5C study. In terms of learning, one may question whether the most useful cases have been selected in this sampling process. The focus was very much on a rigorous evaluation carried out by an independent evaluation team. Indicators had to be streamlined across countries. The 5C team was requested to collaborate with the other 5C country teams (Bangladesh, Congo, Pakistan, Uganda) to streamline the methodological approach across the eight sampled countries. Whilst this may have its purpose in terms of synthesising results, the 5C evaluation team

has also experienced the difficulty of tailoring the approach to the specific SPOs. The overall evaluation has been mainly accountability driven and was less focused on enhancing learning for improvement. Furthermore, the timeframe has been very small to compare baseline information (2012) with endline information (2014). Changes in organisational capacity may take a long, particularly if they are related to behaviour change. Furthermore, there has been limited budget to carry out the 5C evaluation. For all the four countries (Ethiopia, India, Indonesia, Liberia) that the Centre for Development Innovation, Wageningen University and Research centre has been involved in, the budget has been overspent.

However, the 5C evaluation team has designed an endline process whereby engagement of staff, e.g. in a workshop process was considered important, not only due to the need to collect data, but also to generate learning in the organisation. Furthermore, having general causal maps and detailed causal maps generated by process tracing have provided rich information that many SPOs and CFAs have already appreciated as useful in terms of the findings as well as a learning process.

Another issue that must be mentioned is that additional requests have been added to the country teams during the process of implementation: developing a country based synthesis; questions on design, implementation, and reaching objectives of MFS II funded capacity development interventions, whilst these questions were not in line with the core evaluation questions for the 5C evaluation.

Complexity and inadequate coordination and communication: many actors, both in the Netherlands, as well as in the eight selected countries, have been involved in this evaluation and their roles and responsibilities, were often unclear. For example, 19 MFS II consortia, the internal reference group, the Ministry of Foreign Affairs, Partos, the Joint Evaluation Trust, NWO-Wotro, the evaluators (Netherlands and in-country), 2 external advisory committees, and the steering committee. Not to mention the SPO's and their related partners and consultants. CDI was involved in 4 countries with a total number of 38 SPOs and related CFAs. This complexity influenced communication and coordination, as well as the extent to which learning could take place. Furthermore, there was a distance between the evaluators and the CFAs, since the approach had to be synchronised across countries, and had to adhere to strict guidelines, which were mainly externally formulated and could not be negotiated or discussed for the purpose of tailoring and learning. Feedback on the final results and report had to be provided mainly in written form. In order to enhance utilisation, a final workshop at the SPO to discuss the findings and think through the use with more people than probably the one who reads the report, would have more impact on organisational learning and development. Furthermore, feedback with the CFAs has also not been institutionalised in the evaluation process in the form of learning events. And as mentioned above, the complexity of the evaluation with many actors involved did not enhance learning and thus utilization.

5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process: The SPO perspective has also brought to light a new experience and technique of self-assessment and self-corrective measures for managers. Most SPOs whether part of process tracing or not, deeply appreciated the thoroughness of the methodology and its ability to capture details with robust connectivity. This is a matter of satisfaction and learning for both evaluators and SPOs. Having a process whereby SPO staff were very much engaged in the process of self-assessment and reflection has proven for many to be a learning experience for many, and therefore have enhanced utility of the 5C evaluation.

4 Results

4.1 MFS II supported capacity development interventions

Below an overview of the different MFS II supported capacity development interventions of NEDSSS that have taken place since 2011 are described. The information is based on the information provided by Cordaid.

Table 1

Information about MFS II supported capacity development interventions since baseline

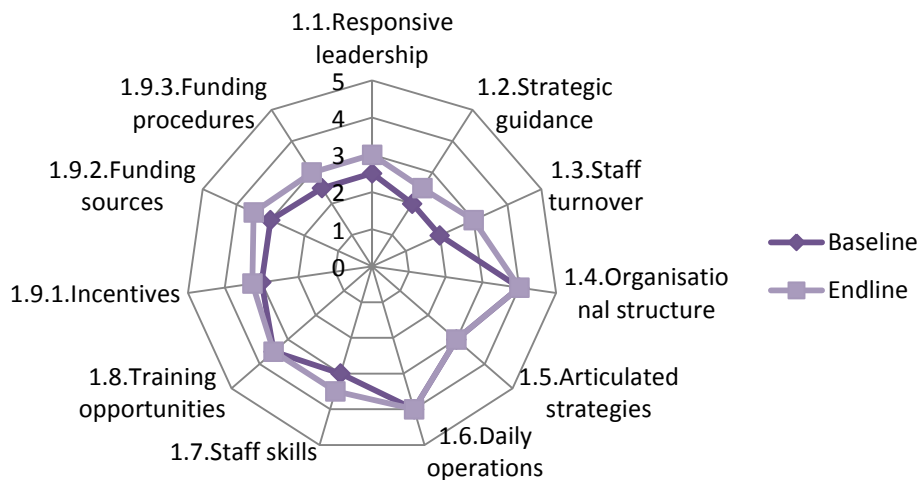| Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
Training of Trainers on Do No Harm for peace staff. One staff member of NEDSSS, Catherine Chopfoza, who is a coordinator, participated in the training.	Objective of the training was to increase peace staff understanding of Do No Harm concept & tools and methods to train others on Do No Harm. Training was given by Dr. Richard Devadoss from Cornerstone Trust, Chennai.	Training	1-10 February 2011	INR 9650/ EUR 161.29 (*Exchange rate OANDA, on 1st of January 2011, 59.83 INR = 1EUR*)
A follow up training of the Training of Trainers on Do No Harm, was conducted by the same trainer. Ms. Chopfoza from NEDSSS also participated in the follow-up training	To revisit the Do No Harm concept & tools and provide guidance on implementation in the field.	Training	11 – 14 July 2011	INR 86400 / EUR 1444.09 (*Exchange rate OANDA, on 1st of January 2011, 59.83 INR = 1EUR*)
Financial Management Capacity Building Support.	Organisation (staff & leadership/ director) has improved understanding of strengths and gaps in the financial management of the organisation; Steps have been formulated by organisation (leadership & staff) together with accountant to address weaknesses and gaps in financial management of the organisation (through formulation of FMIP); and Gaps and formulated steps in the Financial Management Implementation Plan (FMIP) are monitored by organisation and gradually taken.	Support is provided by M. Kandasami, Chartered Accountant in Chennai and team. A process of 3 steps is envisaged: Financial management study undertaken by mentioned accountant, at the NEDSSS office in Guwahati. On the basis of identified weaknesses, a financial management improvement plan (FMIP) is drawn up. Visit 4 days and meeting with 12 staff & director at NEDSSS. Follow up visit by accountant to monitor progress in FMIP and provide guidance in following up points of FMIP. Visit of 2 days & meeting with director and main staff. Final follow up visit by accountant – to monitor progress of FMIP and provide guidance on remaining difficulties.	February 2011 July 2011 Beginning 2013	Feb 2011: INR 61768 July 2011: INR 99761 2013: INR 70000 Total: INR 231529 Applying the same historical exchange rate of OANDA on January 1st 2011: INR 231.529 = EUR 3.869,78

Most capacity development interventions have been done before MFS II, during MFS I and even before that. No other capacity building interventions planned for 2013-2014, were mentioned by Cordaid.

4.2 Changes in capacity and reasons for change - evaluation question 1 and 4

Below you can find a description of the changes in each of the five core capabilities. This information is based on the analysis of the information per each of the indicators. This detailed information for each of the indicators describes the current situation, and how and why it has changed since the baseline. See also annex 3.

4.2.1 Changes in the five core capabilities
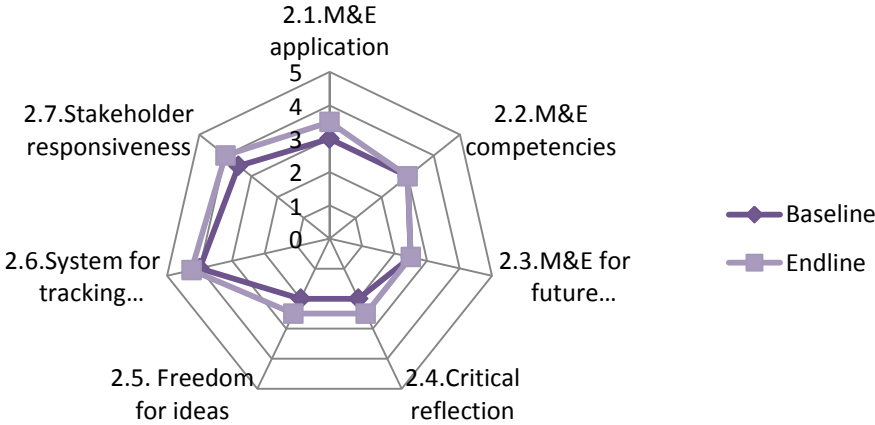
Capability to act and commit

The current leader has now been leading the organization for four years and as the years passed the staff has become more free to express their opinions. He also has concern for NEDSSS's partners and his wider vision ensures that partners are made aware of changes in the external environment, e.g. with regard to changes in the law. The present Governing Body members have many years of experience in the field of development and their interaction with the leader keeps him up to date and creative. The leader has streamlined operations of the organisation by putting systems in place to streamline the work of NEDSSS so that it is governed professionally. With the introduction of positions like chief programme coordinator, second line leadership will be developed. The leader provides strategic guidance to both NEDSSS staff as well as its 15 partner organisations. There is an increased focus on developing the capacities of the partner organisations by organising workshops on legal and financial documentation. The leader has ample pastoral, administrative and teaching experience and has been working in the development sector for more than 14 years. The Governing Board provides guidance to the director through increased meetings of which proper minutes are taken. Staff are actively involved in the planning process and leadership is receiving positive responses on his functioning from the partner organisations. NEDSSS has less permanent staff as they work with interns and project related staff. After the baseline in May 2013 no staff has left the organisation. Staff has stayed have access to an increased Staff Welfare fund, health insurance and a rather decent salary. NEDSSS continues to base its strategies on its M&E findings (in case of the Capacity Building Project) and good situational analysis and learnings from previous experience (in case of the Peace Initiative project). The Revised Strategy Document from 2009 has, has to be revised as early as possible so that the organisation can go along with the changing trend and needs of the regions. The day to day operations continue to be in line with strategic plans. The organisation still has a well-defined and documented organogram in the HR policy that all staff members are aware of. In general,

staff have the necessary skills to do their work. Staff has been trained in financial management (on different intervals both before and after May 2013), gender policy development (in May 2014), and personality development (August 2013). Staff now share what they have learned after attending a training session, during the monthly staff meetings. If NEDSSS wants to become a resource centre that develops modules and conducts pilot projects that can be replicated by partners, staff needs to improve their skills on research methodology. Staff at NEDSSS continue to receive quite a lot of opportunities for training both on programme content as well as organisational development skills. It is unclear whether issues in selecting the right candidates for training were solved. During the baseline often staff members that were well versed in English or Hindi were sent for the training. As a result, sometimes the eligible participants would not attend the training. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary. NEDSSS has started to strengthen the capacity of their partner organisation in mobilising funds from government departments, semi-government departments and the corporate sector (through CSR). In total NEDSSS is funded by 15 funders compared to 8 during the baseline in May 2013. The organisation still has no clear procedures for exploring new funding opportunities. However, a dedicated staff member was hired to write project proposals and there is an improved capacity of other staff to showcase their work, prepare financial and legal documents needed for getting new funding and streamline their work for CSR rules. NEDSSS has initiated dialogues with various departments and organisations who can potentially fund them.

Score baseline: 3.0

Score endline: 3.3 (very slight improvement)

Capability to adapt and self-renew

NEDSSS still has PME guidelines and staff have basic PME skills and have been trained in this, although there is no dedicated person in place for monitoring and evaluation. At the level of projects, M&E information is still used to improve and fine-tune project interventions. There is still a difference in how M&E is applied in different projects, which relates to different donor guidelines for M&E. In the Cordaid funded Peace Initiatives in North East India project, there is an elaborate and detailed M&E plan in place which looks at activities, outputs and outcomes and also has mechanisms in place to promote learning. As NEDSSS is dependent on its partners for the successful application of M&E, they have given trainings to their partner organisations in documentation for timely and good submission of reports. Reporting formats have been developed based on Results Based Management. There have been many external evaluations and the recommendations are used for project implementation and making strategic decisions. Most of the monitoring is done by partner organisations who are trained to deliver timely reports. Frequent changes in the formats for documentation because of donor demands, cause problems for partners in following a uniform pattern of documentation. Having different donor requirements in terms of monitoring and evaluation makes it difficult for the organisation to have an overall and comprehensive monitoring and evaluation system. The staff meet every month to discuss

the project progress, challenges and issues. The staff has become more self-confident and articulate since baseline in May 2013 and are given the space to share and discuss their concerns with the director and their colleagues. Most junior staff still do not feel comfortable to come up with ideas for the implementation of objectives. During the endline workshop the director gave space to the staff to present their views. Even though there is still no formal system to track developments, the organisation continues to be well-informed of general trends and developments at local, regional, national and international level through its extensive network of church based organisations, but now also through networks linking to research and government organisations. The organisation continues to be open and responsive to its stakeholders. NEDSSS interacts with leaders of civil society, leaders of NGOs, officials of different government departments, implementing partners, CBOs, religious heads, institutes – educational, research and scholars with an aim to address the issues in the target area effectively, to avoid duplication of work and create understanding among them.

Score baseline: 2.9

Score endline: 3.2 (very slight improvement)

Capability to deliver on development objectives

There continue to be clear operational plans for carrying out projects. Regular monthly meetings of the staff are held to discuss the project progress. In the projects were NEDSSS works through its partners the planning process is done in consultation with them. In two projects where NEDSSS is the implementing organisation the planning process is done independently. NEDSSS continues to make cost-effective use of its resources. Utilisation of funds are in line with the contract with the donor and expenses are kept low by multi-tasking and keeping travel costs low. A large percentage (around 80%) of planned outputs are still delivered as planned. There are several factors that prevent timely delivery of outputs, including natural disasters, protests and staff turnover. For instance, in September 2013 there were spurts of violence in the Bodo dominated districts and there was a flood in Assam in July 2014. NEDSSS still works mostly through its 15 partner organisations, who in turn work with the beneficiaries. For its partners, NEDSSS conducts meetings to make sure that the services NEDSSS offers its partners meet their needs. Over the last years, the organisation started implementing projects and working directly with beneficiaries. NEDSSS bases these projects on a needs assessment among the target group. Monitoring efficiency through relating inputs to outputs is not done, but NEDSSS balances quality with efficiency by efficient utilisation of the staff's capabilities and of resources through multi-tasking and at the same time enhancing staff's quality of work through trainings. Since the baseline, NEDSSS has worked towards increasing their quality and efficiency by streamlining their work, putting in place the legal documentation as per the FCRA and Indian Tax Laws.

Score baseline: 3.4

Score endline: 3.5 (very minor improvement)

Capability to relate

The organisation continues to have systematic engagement with its stakeholders. Their partner organisations actively participate to express their views and suggest required changes. NEDSSS gets input from other stakeholders like religious heads, leaders of civil society and NGOs, officials of different government departments and CBOs through consultation, workshops and one-to-one meetings. Apart from their immediate partners, they engage with various Faith Based Organisations and CBOs (SHGs, Farmers groups and Cooperatives) working in North East. They have started working with networks such as the North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. As advocacy and lobbying plays a greater role in various projects, NEDSSS improved its relation with the government and has had meetings with various government departments like Government Medical College (GMC), NABARD and the Social Welfare Department. NEDSSS has two kinds of target groups: 1) their partner organisations which they visit regularly for monitoring and trainings, and 2) direct beneficiaries in recently started projects in which NEDSSS is the implementing organisations, here they have visited their target groups to do a situational analysis to develop appropriate strategies. NEDSSS continues to have a culture and office space that facilitates open interaction amongst its staff members. There are regular staff meetings each month where people communicate and express their ideas. Minutes of the meetings were circulated after some of these meetings.

Score baseline: 3.5

Score endline: 3.7 (very slight improvement)

Capability to achieve coherence

The organisation still has a clear vision and mission statement that has not changed over the years and staff members are made aware of them during induction programmes. NEDSSS has introduced a HIV/AIDS Workplace policy, which was developed on 12th July 2013 and was approved by the Governing Body on 9th September 2013. While achieving gender equity through women empowerment remains a mandate in their programmes, NEDSSS has failed to adopt a similar policy with regard to their internal governance. All projects and strategies remain to be in line with the vision and mission of NEDSSS and the church, as they are all aimed at strengthening the capacity of church (related) institutions to better address the needs of the population and to improve services for the poor. NEDSSS projects are still complimentary, and efforts in one project support another project. Based in a conflict region of North East India, NEDSSS work has been planned in a manner whereby impact of one project would be able to influence another.

Score baseline: 3.1

Score endline: 3.2 (very minor improvement)

4.2.2   General changes in the organisational capacity of the SPO

During the endline workshop at the SPO, a discussion was held around what were the main changes in organisational capacity since the baseline and why these changes have taken place. The discussion was visualised in a general causal map as can be seen below. The narrative for the general causal map is also described below. It gives a more general picture of what was seen as important changes in the organisation since the baseline, and how these changes have come about , and that tells the more general story about the organisational changes in the SPO. The evaluators considered it important to also note down the SPO's story and this would also provide more information about reasons for change, which were difficult to get for the individual indicators. Also for some issues there may not have been relevant indicators available in the list of core indicators provide by the evaluation team. The detailed narrative can be found in Annex 4.

The evaluation team carried out an endline assessment at NEDSSS from 23 to 24 September 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in May 2013 (such as vision, mission, strategies, clients, partnerships). The gap between the baseline and endline was short (one year and four months). Therefore some of the changes that are discussed here started before the baseline and were further strengthened in the post baseline period. This was the basis for discussing changes that had happened to the organisation since the baseline. The three main changes that happened in the organisation since the baseline, as identified by the staff during self-assessments, interviews and during the endline workshop were:

- Improved systems in place [1]
- Increased visibility [2]
- Diversification of funding [4]

The three main organisational capacity changes are described in the light orange boxes and some of their key consequences are noted above these cards in dark orange. Light purple boxes represent factors and aspects that influence the key organisational capacity changes (in light orange). Key underlying factors that have impacted the organisation are listed at the bottom in dark purple. The narrative describes per organisational capacity change, the contributing factors as described from the top down. The numbers in the visual correspond with the numbers in the narrative. Below each of these key changes and how these have come about are described.

Improved Systems in place [1]

The Director wanted to streamline the processes in the organisation. For this he wanted to ensure that the systems were in place [14]. He was able to convince the Governing body to change the way of working of NEDSSS from being a charity based organisation to a more professionally governed organisation. The grant agreement between Cordaid and NEDSSS for the project "Peace Initiative in North East India" demands submission of narrative and financial report and every 6 months NEDSSS is expected to submit a report with details of expenditure and to verify legal compliances of its 15 partners. Improved systems in place is expected to lead to improved credibility of NEDSSS with its existing donors [24], including MISSIO München, the Professionalising actors of Church Ministry, MISSIO Aachen and the Raskob Foundation. This in turn is expected to lead to improved financial sustainability [25].

NEDSSS improved its systems because they now have a legal way of documentation [5], a proactive and responsive governing board and general body [6], and a HIV/AIDS work policy, revised gender and financial policy [7]. Each of these changes are further discussed below.

Legal way of documentation [5]

There was a continuous improvement in the legal documentation of NEDSSS. This was due to the increased knowledge of not only the Director of NEDSSS but also that of the members of the governing body [12] and because of the systematic approach of the director [14]. This is further explained below.

- **Knowledge of the director and governing body [12]** increased because of trainings on financial management, FCRA, and government regulations [13]. The following trainings [13] were financed through other funds [16] such as MISSO München:
  - **Accounting and Tally Management Training Workshop** was organised for 3 days on 29th to 31st August, 2013. There were 21 participants from NEDSSS who were trained in proper method of accounting and documentation. They were also equipped with basic accounting information on Tally. This training was funded by MISSIO München [16].
  - **Legal Administration and Governance of Organizations/Trusts (FCRA/Income Tax) seminar** was organised and conducted by Charted Accountant from Lancy D'Souza and Company and Director of Mask Organization from 5th to 7th February, 2014. This seminar highlighted the legal implication of FCRA and Income Tax laws on Religious Institutions. There were 76 participants from NEDSSS. This training was funded by MISSIO München [16].
  - **Leadership and Communication Training** was held from 7th to 14th January, 2014 with 26 participants. The objective of the seminar was to train the participants on improving their leadership qualities and communication. This training was funded by MISSIO München [16].

These trainings [13] were triggered by the changes in government rules and regulations [18].

- **Systematic approach of the director [14]** to streamline processes led to a legal way of documentation [5] and was triggered by changes in the donor environment [17], with the donors demanding more transparency and accountability from the NGOs and the government rules and regulations with regard to the FCRA [18].

A Proactive and responsive governing board and general body [6]

The minutes of meetings of the General and the Governing Bodies are maintained in separate registers.   The General and Governing body members are better informed on the changing trends in the development sector and the changes in government policies. The governing board and general body became more proactive and responsive because of a *training on Society Registration and Documentation for the Governing Board and General Body [19].* On 18-19 October, 2012, NEDSSS conducted a two-day workshop for the director of DSSSs on Society Registration and Documentation by the Director of MASK Organisation, Nagpur. The training was on maintenance of registers of General Body Members, Governing Body Members, assets, minutes of annual general body meetings and governing body meetings. Emphasis was given to keeping systematic records of the Minutes of the General Body and Governing Body meetings and the Amendments of Memorandum of the Organization. In these workshop clarifications of Foreign Contribution Regulation Act 2010 were also made. This workshop was also triggered by changes in government regulations [18] with regard to the FCRA and was co-funded by MFS II (Cordaid) [15] and non-MFS II (MISEREOR) funds [16].

Introduction of HIV/AIDS work policy, revision of gender and financial policy [7]

In 2013, NEDSSS introduced the HIV/AIDS Workplace policy with an aim to promote and respect the dignity of individuals irrespective of his/her status of HIV/AIDS and non-acceptance of any kinds of discrimination against PLHIV[7] and those affected by HIV and AIDS. The Policy outlines the procedures for interacting with employees who have medically been diagnosed with HIV or who are suspected of being HIV positive or having developed AIDS. This policy was developed to internally mainstream acceptance of HIV/AIDS in the organization. NEDSSS has revised and modified Gender and Finance policies.

Increased visibility [2]

During the endline workshop the staff of NEDSSS stated that they wanted to strengthen their vision of becoming a resource for their partner organisations [26]. This means for them that they would like their partners to be able to turn to them for any information or training they need on a particular topic or even turn to them for implementation of projects or resource mobilisation. NEDSSS wants to be looked upon as a role model and also implement innovative pilot projects so that their partners can replicate them in their respective areas. Thus in order to follow through with this vision, it was important to showcase their work and be well connected. This was possible if they increased their visibility [2]. This increased visibility is expected to lead to increased credibility with existing donors [24] like Missio München, Missio Aachen, Raksob Foundation and Professionalising Actors of Church Ministry. This increased credibility is in turn expected to lead to improved financial sustainability of the organisation [25].

In moving closer to that, NEDSSS has already started working towards increasing their number of publications [20]. NEDSSS, furthermore increased its visibility through their HRE modules [11], and through improved networking [9].

- *HRE Modules [11].*
For instance, NEDSSS introduced Human Rights Education (HRE) in 258 schools and trained 253 teachers on the values of human rights. NEDSSS also published HRE Modules—I and II for class IV and VII and Module III for class VIII, which were published in June 2013. These modules were developed under the MFS II, Cordaid funded project [15]: Human Rights Education in North Eastern States from 1st January 2013 to 31st December 2013. The development of these modules were also triggered by NEDSSS's strengthened vision to become a resource for its partners [26].
- *Increased number of publications [20].*
Staff of NEDSSS has been actively involved in the publication since the baseline in May 2013: Human Rights Education Book III, released on 16th May 2013; Portraits of Change, published in January 2014 edited and compiled by the M&E officer of NEDSSS; Herbal Medicine Family Health Kit-2013, published in February 2014 written by a member of the MASK organisation and team; Human Rights Manual (an understanding and guide to teachers), released on 22nd November 2014 by the Chief Coordinator NEDSSS; The Silver Milestones (History of NEDSSS), released on 22nd November 2014, compiled by the Project Manager Capacity Building at NEDSSS. The increased number of publication was triggered by NEDSSS's strengthened vision to become a resource for its partners [26].
- *Improved Networking[9].*
Apart from publications, NEDSSS has formed networks with a wide range of organisations such as: as NABARD, IIE (Indian Institute of Entrepreneurship), KVK (KrishiVigyan Kendra), NIRD (National Institute of Rural Development), and SIRD (State Institute of Rural Development).These networks were formed before May 2013 and in the last year (2014) these networks have improved because they are working more closely together. On 24 October 2013, NEDSSS staff and staff of Tezpur, AIDA had participated the training on Entrepreneurship conducted by IIE. NEDSSS has also held consultations, meetings and trainings with and by government departments, like NABARD and the Social Welfare department. In order to increase its visibility, NEDSSS is also working with networks such as North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. NEDSSS interacted with North East women network for its gender programme and

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[7] PLHIV stands for "People Living with HIV". This abbreviation is used throughout the text.

with SarvaShikshaAbhiyan for Human Rights Education. The improved networking was triggered by NEDSSS's strengthened vision to become a resource for its partners [26].

Diversification of funding [4]

Over the last two years NEDSSS is trying to be self-reliant and diversify its funding sources given the changing donor environment in the country [17] and the change in government rules and regulations [18] concerning foreign funding. These two developments led to the need to explore new funding sources [22]. There have been efforts taken to widen the horizon of interventions in order to access government resources and CSR funding. The management feels that the staff capacities have also been increased for drawing funding opportunities such as the World Bank Grant Fund Award for the institution in India Market Development Place for replicating NEDSSS's health interventions.

Currently NEDSSS receives funding for different projects from the following diversified set of funders [4]:

• Caritas India is funding a project that supports 5 of NEDSSS's partner organisation to tap government resources.
• Shelter Project for Rickshaw Pullers is funded by IGSSS;
• Professionalising Actors of Church Ministry is funded by Missio München;
• Facilitating Regional Exercise towards an Effective Church in North East India is funded by Missio Aachen;
• The Income Generation Programme on financial empowerment of 80 families below poverty line is funded by Raskob Foundation;
• Community Health in Assam and Rural Meghalaya (CHARM) programme is funded by the World Bank;
• KINDERMISSIONWERK funds NEDSSS's work on education;
• Nursery Teacher Training for pre-primary and primary school teachers is funded by Advance Information in Early Childhood Care & Education, New Delhi;
• St. Peter Claver Foundation, MISEREOR, UNICEF, Dreikönigsaktion, Manos Unidas Spain are also funding NEDSSS's work.

In total NEDSSS is now funded by 13 funders compared to 8 during the baseline.

NEDSSS has diversified its funding [4] because they are approaching new donors [8], diversifying their of areas of intervention [10] and because staff have improved their capacity to attract funds [21]. These changes are further explained below

• *Approaching new donors [8]*
NEDSSS has been supported by Caritas India for a period of time and many of the projects are funded by CORDAID and MISEREOR till date. With their active support the organization has grown and improved in their implementation of the development programmes. Within the last years NEDSSS has approached new donors to fund new projects such as the World Bank (CHARM Project Health, June 2014-May 2016), MISSIO Aachen, MISSIO Munchen (June 2013-May 2014) and Kindermission Germany (since 2012) and Raskob Foundation USA (since 2013). Since May 2013, NEDSSS is also working with organisations such as NACO (National AIDS Control Organisation); IIE (Indian Institute of Entrepreneurship; Indian Council for Agricultural Research (ICAR); Department of Social Welfare, Guwahati to identify opportunities for collaboration and support. NEDSSS continues to work with KVK (Krishi Vigyan Kendra) and NIRD (National Institute of Rural Development). NEDSSS started to approach new donors because of the need to explore funding sources [22]. This need was triggered by the changing donor environment [17] and change in government regulations [18], but the decision of NEDSSS management to focus towards improving the financial sustainability of the organisation was also triggered by an organisational assessment of NEDSSS and its partners. This assessment was done during the partners workshop 'A Way Forward' on 20th and 21st January 2014.The objective of the assessment was to have an in-depth knowledge of organisations. This assessment was done by NEDSSS with support and funding from CARITAS India [16].
• *Diversification of areas of intervention [10]*
In order to increase its visibility [2], scaling up its work and diversify its funding, NEDSSS is intervening in new areas. To this end, NEDSSS is taking up projects in which they are the

implementing organisation. They have projects with rickshaw pullers, agriculture and children that have dropped out of school. As a resource centre, NEDSSS is not confined to training but has worked towards innovative interventions. These innovative ways are used for reaching out to the communities, which will be further replicated by the partners. For instance, the shelter project where rickshaw pullers were organised so that they could demand their rights from the government through increased ability to bargain. NEDSSS's approach was innovative with regard to adopting an innovative path in removing the misconceptions about communities or groups by going and finding out first from the target group the reasons behind their inability to access certain resources. In this project of NEDSSS, it was found out that it was not lack of knowledge of the available resources rather there was lack of advocacy or lobbying for them. There was a need to get attention from the government. There was lack of legal stand which was found out through the Public Interest Litigation. Through expanding into new projects in which NEDSSS is the implementer they have been able to attract funding from the World Bank and IGSSS. These are new and ongoing projects. NEDSSS started to diversify its areas of intervention [10] because of a need to explore new funding sources [22].

- *Improved staff capacity to attract funds [21]*

NEDSSS has trained its staff in proposal writing, showcasing their work, preparing legal and financial documents that are required for proposals and also prepare documentation in line with the CSR rules. As NEDSSS continues to work with and through its partner organisations, they have also started to strengthen their capacity in mobilising funds from government departments, semi-government departments and the corporate sector (through CSR). In support of this, NEDSSS does the dissemination of Caritas India's policy on Local Fund Mobilisation to its partners to implement the institutional Local Resource Mobilisation policy for all partner organisations. All efforts are taken to tap into more domestic sources (CSR and government) while also keeping an eye out for international donors. Improving the staff's capacity to attract funds [21] was triggered by the need to explore new funding sources [22], which in turn was because of changes in the donor environment [17] and in government regulations. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary.

5 Discussion and conclusion

5.1 Methodological issues

In order to get detailed information on the capacity development of the staff, self–assessment forms were filled out by the management (CEO and Director), programme staff (Programme Manager, Regional Coordinator, Technical cum Document officer, gender coordinator, peace coordinator, programme coordinator and city maker coordinator), and the HR/Administration staff (Account officer and two accountants). Except for the CEO, Technical cum document officer, city maker coordinator, one accountant, the rest participated in the baseline workshop. Except for CEO, Technical cum document officer, city maker coordinator, one accountant, the rest of the staff also participated in the baseline workshop. Self-assessment forms were filled in by the CEO and the Director separately, to get impartial views on the organisational changes and different perspectives on the key changes. The capacity development sheet was not filled in for the interventions under MFS II supported funding. NEDSSS did not fill this in as there were no MFS II supported capacity development interventions since the baseline.

During the workshop it was a challenge for the evaluation team to go back to the 5C methodology, the findings of the baseline report and the areas where the SPO was falling short. However, this effort made the job for the endline participants' work clearer. After filling up the forms, it became easier for the staff to identify and create the general causal map, based on their perceived key organisational capacity changes since the baseline. Two members of the governing body of NEDSSS were interviewed, as the Board Members of NEDSSS are also their partners. One Organisation Development Consultant of NEDSSS was interviewed.

The CFA was not able to provide information on the organisational capacity indicators as the officers in charge of NEDSSS could not visit the organisation due to complications and denial of visa by the government. The North Eastern part of the country is a sensitive area and hence there are restrictions. The person in charge for NEDSSS at Cordaid was transferred in 2012. The new person in charge could not provide any information on the capacity development interventions other than based on the project documents.

5.2 Changes in organisational capacity

This section aims to provide an answer to the first and fourth evaluation questions:

1. *What are the changes in partner organisations' capacity during the 2012-2014 period?*

4. *What factors explain the findings drawn from the questions above?*
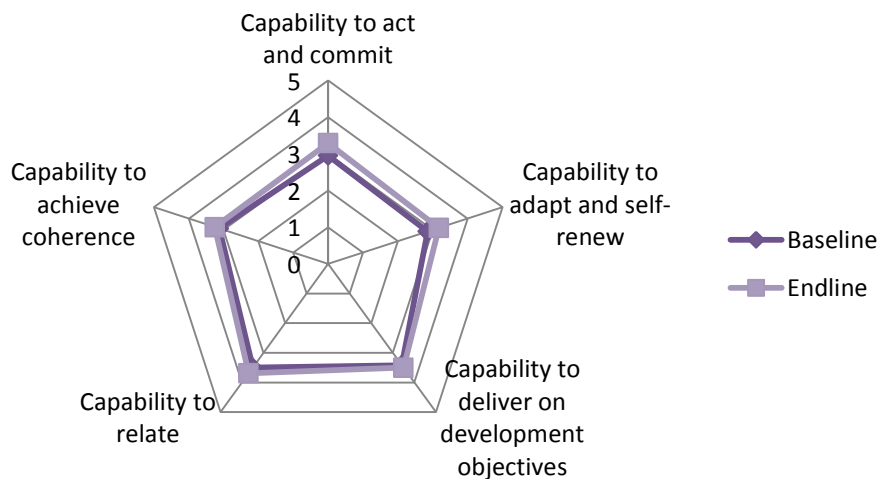
Improvements took place in all of the five core capabilities. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

Over the last year and four months some improvements took place in the indicators under the capability to act and commit. The leader of NEDSSS is now a bit more settled and staff feel more free to share their opinions with him. The leader considers these when making decisions. The leader now provides strategic guidance to NEDSSS and the 15 partner organisations. Second line leadership is being developed. There was an improvement in the indicator on staff turnover. No staff have left the organisation in the last year and 4 months (since the baseline in May 2013). There is less permanent staff but NEDSSS works more with interns and project staff. Some gaps in skills have been addressed since the baseline. There have been trainings on personality development and financial management. Staff are now better at sharing what they have learned during trainings and have improved their skills in writing proposals, showcasing their work and meeting financial and legal requirements. The incentives for staff improved very slightly. The amount of staff welfare fund has increased and health insurance is now covered. NEDSSS' funding situation improved slightly. They now receive funding from 13 different donors compared to 8 donors during the baseline in 2012. Although there are still no funding procedures, staff have been trained in writing proposals and a person has been hired who spends most of his time on preparing project proposals.

In the capability to adapt and self-renew NEDSSS also improved in many indicators. The application of M&E is different per project. In the Cordaid funded project there is a solid M&E system in place. NEDSSS is also dependent on its partners for good M&E applications. They have now trained them in many aspects of M&E so the input from partners is improving. Reporting formats are now based on RBM. Staff feels more confident and is more articulate to share concerns with their colleagues and director. There is slightly more freedom for ideas and critical reflection. There has been a very slight improvement in tracking NEDSSS' operating environment. They now have strengthened their network with non-church based actors to discuss trends. NEDSSS has also become more responsive to non-church stakeholders including civil society, NGO's, government, CBOs and educational institutions.

In terms of the capability to deliver on development objectives, there has been a very slight improvement in the mechanisms to ensure services meet beneficiary meets. NEDSSS is now involved in direct project implementation. For these projects, they first go to the project area to study what the needs are before implementing the project. There has also been a very slight improvement in balancing quality and efficiency because of improved legal and financial documentation and improved capacity of partners which leads to more quality and efficiency in the work of NEDSSS.

In the capability to relate, NEDSSS improved its engagement of stakeholders in policy development and has increased its network. The organisation now receives input for their policies and plans from non-church actors through workshops, seminars, one-on-one meetings with NGOs and governments. NEDSSS has more partners that they work with, e.g. with government through going to meetings and trainings organised by government agencies. They have in this way increased their visibility.

Finally, NEDSSS there was hardly any change in the capability to achieve coherence, and there was only a slight improvement in its operational guidelines. They introduced a HIV/AIDS work policy.

During the endline workshop some key organisational capacity changes were brought up by NEDSSS's staff, these have been captured in the general causal map in 4.2.2: improved systems in place, increased visibility and diversification of funding. NEDSSS staff experienced these as the most important capacity changes in the organisation since the baseline. The evaluators considered it important to also note down the SPO's story and this would also provide more information about reasons for change, which were difficult to get for the individual indicators. Also for some issues there may not have been relevant indicators available in the list of core indicators provide by the evaluation team.

According to staff present at the workshop, the systems in place improved because of a legal way of documentation, a proactive and responsive governing board and general body; introduction of HIV/AIDS work policy and revision of gender and finance policies, which was also observed in the relevant indicator in the capability to achieve coherence. NEDSSS obtained a more legal way of documentation because of increased knowledge of the director and governing body on financial and legal matters and the systematic approach of the director. Their knowledge increased because of trainings on financial management, FCRA and government regulations, most of which were funded by Missio München. This was also partly reflected in the relevant indicators on training and staff skills in the capability to act and commit. These trainings were triggered by the changes in government rules and regulations. The governing board and general body became more proactive because of a training on Society Registration and Documentation for the Governing Board and General Body co-funded by Cordaid (MFS II) and MISEREOR.

NEDSSS wanted to increase its visibility because their vision is to become a resource for their partner organisations, so that their partners turn to them for any information or training they need on a particular topic. NEDSSS increased its visibility by publishing HRE Modules, other publications (for example human rights manual), and because of improved networking. The improved networking, which was also observed in the capability to relate, was triggered by NEDSSS's strengthened vision to become a resource for its partners.

NEDSSS diversified its funding base, and this was also reflected in the related indicator, where it was indicated that NEDSSS diversified its funding base from 8 to 13 donors. This was because they are approaching new donors, diversifying their of areas of intervention and because staff have improved their capacity to attract funds. NEDSSS started to approach new donors because of the need to explore funding sources, which was triggered by the changing donor environment and change in government regulations. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary. The decision of NEDSSS to focus on improving financial sustainability was triggered by an organisational assessment done by NEDSSS itself and its partners with funding from CARITAS India. NEDSSS started to diversify its areas of intervention because of a need to explore new funding sources. NEDSSS improved its capacity to attract funds because staff gained skills in proposal writing, showcasing their work, preparing legal and financial documents that are required for proposals and also preparing documentation in line with the CSR rules. This was also triggered by the need to explore new funding sources. MFS II funded capacity development interventions thus, according to NEDSSS, did contribute to the two of the key organisational capacity changes they experienced as important in the last year and 4 months, since the baseline in May 2013: improved systems in place (through the governing board and general body becoming more proactive) and to visibility of the organisation (funding of part of the publications).

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Human Resource Policy.doc
Re_ Human right education in North East India.eml
Financial Management Study Report of NEDSF- March 2011.pdf
MODIFIED PROPOSAL ON HRE.doc
Revised budget 0n 1-9-10.xls
9- Project Proposal 2012.docx
10- Project Summary for Approval in 2012.docx
7- Narrative REport 12-2013 to 5-2013.docx
8- Narrative Report June - November 12.docx
1- Budget 2012.xlsx
2- Considerations for Approval in 2012.docx
4- Contract Extension 2013.docx
5- Follow-up for approval in 2012.doc
6- Follow-up forextension in 2013.doc
Narrative REport 04-2012 to 06-2012.docx
Follow-Up for Project Approval in 2010.docx
Narrative REport 07-2012 to 12-2012.docx
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Annualreport 2013.pdf
3-Contract 2012.pdf
NEDSF GENDER POLICY.docx
Document NEDSS extention.docx
Document NEDSS.docx
317 10562 adendum.docx
317 10562 report.docx
108102 letter NEDSSS.docx
108102 peace half yearly report December 13 - May 2014 NEDSF.docx

Fieldwork data:
5c endline interview guide_partners_selected indicators_India_NEDSSS.doc
5c endline interview guide_partners2_selected indicators_India_NEDSSS.docx
5c endline self-assessment sheet_programme staff_India_NEDSSS.docx
5c endline self-assessment sheet_admin HRM staff_India NEDSSS.docx (finance).docx
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5c endline self-assessment sheet_management_India_NEDSSS2.docx
5c endline self-assessment sheet_programme staff_India_NEDSSS 1.docx
Annex K.NEDSSSdocx.docxAnnex K_5c endline workshop_key changes and factors_SPO perspective_country_name SPO NEDSSS.docx
ATTENDANCE SHEET for NEDSF 23 & 24 SEPT Workshop.docx
5c endline observation sheet - observations by in-country evaluators during the endline capacity assessment at the SPO_NEDSSS.doc 2.doc

List of Respondents

NEDSSS staff:

Name	Designation	23rd sept	24th sept
Varghese Velickakam	Director	Present	Present
Sr. Prema Chowalur	Chief Coordinator	Present	Present
Alphonsa Monsang	Gender Coordinator	Present	Present
Genevafa Behphat	Program Manager	Present	Present
Catherine	Peace Project Coordinator	Present	Present
Jonathan Gangmei	Accounts officer	Present	Present
Dulumoni Deka (Anamika)	Accountant	Present	Present
Daniel Rona	Accountant		
Mr. Tennyson Saiphu	Technical-cum documentation Officer	Present	Present
Francis Maringmei	Program Coordinator	Present	Present
Martin Jojo	Regional coordinator	Present	Present
Bernett Thiangla	City Makers Area Coordinator SHELTER Project	Present	Present
Deepa Mundaden	Regional Coordinator	Present	Present

Others:

Sister Betey from Sisters of the Cross of Chavonod, Member of the Governing Body of NEDSSS. Interviewed on 1 October 2014.

Fr. Jeevan from JUST Agartala, Member of the Governing Body of NEDSSS. Interviewed on 8 October 2014.

CFA:

Eliane Faerstein, Programme Officer at Cordaid.

Rens Rutten, Research and Evaluation Officer at Cordaid.

Appendix 1 Methodological approach & reflection

1 Introduction

This appendix describes the methodological design and challenges for the assessment of capacity development of Southern Partner Organisations (SPOs), also called the '5C study'. This 5C study is organised around four key evaluation questions:

1. What are the changes in partner organisations' capacity during the 2012-2014 period?
2. To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?
3. Were the efforts of the MFS II consortia efficient?
4. What factors explain the findings drawn from the questions above?

It has been agreed that the question (3) around efficiency cannot be addressed for this 5C study. The methodological approach for the other three questions is described below. At the end, a methodological reflection is provided.

In terms of the attribution question (2), 'process tracing' is used. This is a theory-based approach that has been applied to a selected number of SPOs since it is a very intensive and costly methodology, although it provides rich information and can generate a lot of learning within the organisations. This approach was presented and agreed-upon during the synthesis workshop on 17-18 June 2013 by the 5C teams for the eight countries of the MFS II evaluation. A more detailed description of the approach was presented during the synthesis workshop in February 2014. The synthesis team, NWO-WOTRO, the country project leaders and the MFS II organisations present at the workshop have accepted this approach. It was agreed that this approach can only be used for a selected number of SPOs since it is a very intensive and costly methodology. Key organisational capacity changes/ outcomes of the SPO were identified, based on their relationship to the two selected capabilities, the capability to act and commit the capability to adapt and self-renew, and an expected relationship with CFA supported capacity development interventions (MFS II funding). It was agreed to focus on these two capabilities, since these are the most targeted capabilities by the CFAs, as established during the baseline process.

Please find below an explanation of how the above-mentioned evaluation questions have been addressed in the 5C evaluation.

Note: the methodological approach is applied to 4 countries that the Centre for Development Innovation, Wageningen University and Research centre is involved in in terms of the 5C study (Ethiopia, India, Indonesia, Liberia). The overall approach has been agreed with all the 8 countries selected for this MFS II evaluation. The 5C country teams have been trained and coached on this methodological approach during the evaluation process. Details specific to the SPO are described in chapter 5.1 of the SPO report. At the end of this appendix a brief methodological reflection is provided.

2. Changes in partner organisation's capacity – evaluation question 1

This section describes the data collection and analysis methodology for answering the first evaluation question: **What are the changes in partner organisations' capacity during the 2012-2014 period?**

This question was mainly addressed by reviewing changes in 5c indicators, but additionally a 'general causal map' based on the SPO perspective on key organisational capacity changes since the baseline

has been developed. Each of these is further explained below. The development of the general causal map is integrated in the steps for the endline workshop, as mentioned below.

During the baseline in 2012 information has been collected on each of the 33 agreed upon indicators for organisational capacity. For each of the five capabilities of the 5C framework indicators have been developed as can be seen in Appendix 2. During this 5C baseline, a summary description has been provided for each of these indicators, based on document review and the information provided by staff, the Co-financing Agency (CFA) and other external stakeholders. Also a summary description has been provided for each capability. The results of these can be read in the baseline reports.

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012.[8] Per indicator they could indicate whether there was an improvement or deterioration or no change and also describe these changes. Furthermore, per indicator the interviewee could indicate what interventions, actors and other factors explain this change compared to the baseline situation. See below the specific questions that are asked for each of the indicators. Per category of interviewees there is a different list of indicators to be looked at. For example, staff members were presented with a list of all the indicators, whilst external people, for example partners, are presented with a select number of indicators, relevant to the stakeholder.

The information on the indicators was collected in different ways:

6) **Endline workshop at the SPO - self-assessment and 'general causal map'**: similar to data collection during the baseline, different categories of staff (as much as possible the same people as during the baseline) were brought together in a workshop and requested to respond, in their staff category, to the list of questions for each of the indicators (self-assessment sheet). Prior to carrying out the self-assessments, a brainstorming sessions was facilitated to develop a 'general causal map', based on the key organisational capacity changes since the baseline as perceived by SPO staff. Whilst this general causal map is not validated with additional information, it provides a sequential narrative, based on organisational capacity changes as perceived by SPO staff;

7) **Interviews with staff members**: additional to the endline workshop, interviews were held with SPO staff, either to provide more in-depth information on the information provided on the self-assessment formats during the workshop, or as a separate interview for staff members that were not present during the endline workshop;

8) **Interviews with externals**: different formats were developed for different types of external respondents, especially the co-financing agency (CFA), but also partner agencies, and organisational development consultants where possible. These externals were interviewed, either face-to-face or by phone/Skype. The interview sheets were sent to the respondents and if they wanted, these could be filled in digitally and followed up on during the interview;

9) **Document review**: similar to the baseline in 2012, relevant documents were reviewed so as to get information on each indicator. Documents to be reviewed included progress reports, evaluation reports, training reports, etc. (see below) since the baseline in 2012, so as to identify changes in each of the indicators;

10) **Observation**: similar to what was done in 2012, also in 2014 the evaluation team had a list with observable indicators which were to be used for observation during the visit to the SPO.

Below the key steps to assess changes in indicators are described.

Key steps to assess changes in indicators are described
16. Provide the description of indicators in the relevant formats – CDI team
17. Review the descriptions per indicator – in-country team & CDI team

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[8] The same categories were used as during the baseline (except beneficiaries, other funders): staff categories including management, programme staff, project staff, monitoring and evaluation staff, field staff, administration staff; stakeholder categories including co-financing agency (CFA), consultants, partners.

18. Send the formats adapted to the SPO to CFA and SPO – in-country team (formats for SPO) and CDI team (formats for CFA)
19. Collect, upload & code the documents from CFA and SPO in NVivo – CDI team
20. Organise the field visit to the SPO – in-country team
21. Interview the CFA – CDI team
22. Run the endline workshop with the SPO – in-country team
23. Interview SPO staff – in-country team
24. Fill-in observation sheets – in-country team
25. Interview externals – in-country team
26. Upload and auto-code all the formats collected by in-country team and CDI team in NVivo – CDI team
27. Provide to the overview of information per 5c indicator to in-country team – CDI team
28. Analyse data and develop a draft description of the findings per indicator and for the general questions – in-country team
29. Analyse data and develop a final description of the findings per indicator and per capability and for the general questions – CDI team
30. Analyse the information in the general causal map –in-country team and CDI-team

Note: the CDI team include the Dutch 5c country coordinator as well as the overall 5c coordinator for the four countries (Ethiopia, India, Indonesia, Liberia). The 5c country report is based on the separate SPO reports.

Below each of these steps is further explained.

*Step 1. Provide the **description of indicators** in the relevant formats – CDI team*

- These formats were to be used when collecting data from SPO staff, CFA, partners, and consultants. For each of these respondents different formats have been developed, based on the list of 5C indicators, similar to the procedure that was used during the baseline assessment. The CDI team needed to add the 2012 baseline description of each indicator. The idea was that each respondent would be requested to review each description per indicator, and indicate whether the current situation is different from the baseline situation, how this situation has changed, and what the reasons for the changes in indicators are. At the end of each format, a more general question is added that addresses how the organisation has changed its capacity since the baseline, and what possible reasons for change exist. Please see below the questions asked for each indicator as well as the more general questions at the end of the list of indicators.

General questions about key changes in the capacity of the SPO

What do you consider to be the key changes in terms of how the organisation/ SPO has developed its capacity since the baseline (2012)?

What do you consider to be the main explanatory reasons (interventions, actors or factors) for these changes?

List of questions to be asked for each of the 5C indicators (The entry point is the the description of each indicator as in the 2012 baseline report):

1. *How has the situation of this indicator changed compared to the situation during the baseline in 2012? Please tick one of the following scores:*
   - o -2 = Considerable deterioration
   - o -1 = A slight deterioration
   - o   0 = No change occurred, the situation is the same as in 2012
   - o +1 = Slight improvement
   - o +2 = Considerable improvement
2. *Please describe what exactly has changed since the baseline in 2012*
3. *What interventions, actors and other factors explain this change compared to the baseline situation in 2012? Please tick and describe what interventions, actors or factors influenced this indicator, and how. You can tick and describe more than one choice.*
   - o Intervention, actor or factor at the level of or by **SPO**: ....
   - o Intervention, actor or factor at the level of or by the **Dutch CFA (MFS II funding)**: .... .
   - o Intervention, actor or factor at the level of or by the **other funders**: ....
   - o **Other** interventions, actors or factors: ....

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o Don't know.

Step 2. **Review** *the descriptions per indicator – in-country team & CDI team*

Before the in-country team and the CDI team started collecting data in the field, it was important that they reviewed the description for each indicator as described in the baseline reports, and also added to the endline formats for review by respondents. These descriptions are based on document review, observation, interviews with SPO staff, CFA staff and external respondents during the baseline. It was important to explain this to respondents before they filled in the formats.

Step 3. **Send the formats** *adapted to the SPO to CFA and SPO – in-country team (formats for SPO) and CDI team (formats for CFA)*

The CDI team was responsible for collecting data from the CFA:

- 5C Endline assessment Dutch co-financing organisation;
- 5C Endline support to capacity sheet – CFA perspective.

The in-country team was responsible for collecting data from the SPO and from external respondents (except CFA). The following formats were sent before the fieldwork started:

- 5C Endline support to capacity sheet – SPO perspective.
- 5C Endline interview guides for externals: partners; OD consultants.

Step 4. **Collect, upload & code the documents** *from CFA and SPO in NVivo – CDI team*

The CDI team, in collaboration with the in-country team, collected the following documents from SPOs and CFAs:

- Project documents: project proposal, budget, contract (Note that for some SPOs there is a contract for the full MFS II period 2011-2015; for others there is a yearly or 2-yearly contract. All new contracts since the baseline in 2012 will need to be collected);
- Technical and financial progress reports since the baseline in 2012;.
- Mid-term evaluation reports;
- End of project-evaluation reports (by the SPO itself or by external evaluators);
- Contract intake forms (assessments of the SPO by the CFA) or organisational assessment scans made by the CFA that cover the 2011-2014 period;
- Consultant reports on specific inputs provided to the SPO in terms of organisational capacity development;
- Training reports (for the SPO; for alliance partners, including the SPO);
- Organisational scans/ assessments, carried out by the CFA or by the Alliance Assessments;
- Monitoring protocol reports, especially for the 5C study carried out by the MFS II Alliances;
- Annual progress reports of the CFA and of the Alliance in relation to capacity development of the SPOs in the particular country;
- Specific reports that are related to capacity development of SPOs in a particular country.

The following documents (since the baseline in 2012) were requested from SPO:

- Annual progress reports;
- Annual financial reports and audit reports;
- Organisational structure vision and mission since the baseline in 2012;
- Strategic plans;
- Business plans;
- Project/ programme planning documents;
- Annual work plan and budgets;
- Operational manuals;
- Organisational and policy documents: finance, human resource development, etc.;
- Monitoring and evaluation strategy and implementation plans;

- Evaluation reports;
- Staff training reports;
- Organisational capacity reports from development consultants.

The CDI team will coded these documents in NVivo (qualitative data analysis software program) against the 5C indicators.

Step 5. ***Prepare and organise the field visit*** *to the SPO – in-country team*

Meanwhile the in-country team prepared and organised the logistics for the field visit to the SPO:
- **General endline workshop** consisted about one day for the self-assessments (about ½ to ¾ of the day) and brainstorm (about 1 to 2 hours) on key organisational capacity changes since the baseline and underlying interventions, factors and actors ('general causal map'), see also explanation below. This was done with the five categories of key staff: managers; project/ programme staff; monitoring and evaluation staff; admin & HRM staff; field staff. Note: for SPOs involved in process tracing an additional 1 to 1½ day workshop (managers; program/project staff; monitoring and evaluation staff) was necessary. See also step 7;
- **Interviews with SPO staff** (roughly one day);
- **Interviews with external respondents** such as partners and organisational development consultants depending on their proximity to the SPO. These interviews coulc be scheduled after the endline workshop and interviews with SPO staff.

General causal map

During the 5C endline process, a 'general causal map' has been developed, based on key organisational capacity changes and underlying causes for these changes, as perceived by the SPO. The general causal map describes cause-effect relationships, and is described both as a visual as well as a narrative.

As much as possible the same people that were involved in the baseline were also involved in the endline workshop and interviews.

Step 6. ***Interview the CFA*** *– CDI team*

The CDI team was responsible for sending the sheets/ formats to the CFA and for doing a follow-up interview on the basis of the information provided so as to clarify or deepen the information provided. This relates to:

- 5C Endline assessment Dutch co-financing organisation;
- 5C Endline support to capacity sheet - CFA perspective.

Step 7. ***Run the endline workshop*** *with the SPO – in-country team*

This included running the endline workshop, including facilitation of the development of the general causal map, self-assessments, interviews and observations. Particularly for those SPOs that were selected for process tracing all the relevant information needed to be analysed prior to the field visit, so as to develop an initial causal map. Please see Step 6 and also the next section on process tracing (evaluation question two).

An endline workshop with the SPO was intended to:

- Explain the purpose of the fieldwork;
- Carry out in the self-assessments by SPO staff subgroups (unless these have already been filled prior to the field visits) - this may take some 3 hours.
- Facilitate a brainstorm on key organisational capacity changes since the baseline in 2012 and underlying interventions, factors and actors.

Purpose of the fieldwork: to collect data that help to provide information on what changes took place in terms of organisational capacity development of the SPO as well as reasons for these changes. The baseline that was carried out in 2012 was to be used as a point of reference.

Brainstorm on key organisational capacity changes and influencing factors: a brainstorm was facilitated on key organisational capacity changes since the baseline in 2012. In order to kick start the discussion, staff were reminded of the key findings related to the historical time line carried out in the baseline (vision, mission, strategies, funding, staff). This was then used to generate a discussion on key changes that happened in the organisation since the baseline (on cards). Then cards were selected that were related to organisational capacity changes, and organised. Then a 'general causal map' was developed, based on these key organisational capacity changes and underlying reasons for change as experienced by the SPO staff. This was documented as a visual and narrative.This general causal map was to get the story of the SPO on what they perceived as key organisational capacity changes in the organisation since the baseline, in addition to the specific details provided per indicator.

Self-assessments: respondents worked in the respective staff function groups: management; programme/ project staff; monitoring and evaluation staff; admin and HRM staff; field staff. Staff were assisted where necessary so that they could really understand what it was they were being asked to do as well as what the descriptions under each indicator meant.

Note: for those SPOs selected for process tracing an additional endline workshop was held to facilitate the development of detailed causal maps for each of the identified organisational change/ outcome areas that fall under the capability to act and commit, and under the capability to adapt and self-renew, and that are likely related to capacity development interventions by the CFA. See also the next section on process tracing (evaluation question two). It was up to the in-country team whether this workshop was held straight after the initial endline workshop or after the workshop and the follow-up interviews. It could also be held as a separate workshop at another time.

Step 8. **Interview SPO staff** *– in-country team*

After the endline workshop (developing the general causal map and carrying out self-assessments in subgroups), interviews were held with SPO staff (subgroups) to follow up on the information that was provided in the self-assessment sheets, and to interview staff that had not yet provided any information.

Step 9. **Fill-in observation sheets** *– in-country team*

During the visit at the SPO, the in-country team had to fill in two sheets based on their observation:

- 5C Endline observation sheet;
- 5C Endline observable indicators.

Step 10. **Interview externals** *– in-country team & CDI team*

The in-country team also needed to interview the partners of the SPO as well as organisational capacity development consultants that have provided support to the SPO. The CDI team interviewed the CFA.

Step 11. **Upload and auto-code all the formats** *collected by in-country team and CDI team – CDI team*

The CDI team was responsible for uploading and auto-coding (in Nvivo) of the documents that were collected by the in-country team and by the CDI team.

Step 12. Provide the **overview of information** *per 5C indicator to in-country team – CDI team*

After the analysis in NVivo, the CDI team provided a copy of all the information generated per indicator to the in-country team for initial analysis.

*Step 13. **Analyse the data and develop a draft description** of the findings per indicator and for the general questions – in-country team*

The in-country team provided a draft description of the findings per indicator, based on the information generated per indicator. The information generated under the general questions were linked to the general causal map or detailed process tracing related causal map.

*Step 14. **Analyse the data and finalize the description** of the findings per indicator, per capability and general – CDI team*

The CDI team was responsible for checking the analysis by the in-country team with the Nvivo generated data and to make suggestions for improvement and ask questions for clarification to which the in-country team responded. The CDI team then finalised the analysis and provided final descriptions and scores per indicator and also summarize these per capability and calculated the summary capability scores based on the average of all indicators by capability.

*Step 15. **Analyse the information** in the general causal map –in-country team & CDI team*

The general causal map based on key organisational capacity changes as perceived by the SPO staff present at the workshop, was further detailed by in-country team and CDI team, and based on the notes made during the workshop and where necessary additional follow up with the SPO. The visual and narrative was finalized after feedback by the SPO. During analysis of the general causal map relationships with MFS II support for capacity development and other factors and actors were identified. All the information has been reviewed by the SPO and CFA.

3. Attributing changes in partner organisation's capacity – evaluation question 2

This section describes the data collection and analysis methodology for answering the second evaluation question: ***To what degree are the changes identified in partner capacity attributable to (capacity) development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?***

In terms of the attribution question (2), 'process tracing' is used. This is a theory-based approach that has been applied to a selected number of SPOs since it is a very intensive and costly methodology, although it provides rich information and can generate a lot of learning within the organisations. Key organisational capacity changes/ outcomes of the SPO were identified, based on their relationship to the two selected capabilities, the capability to act and commit the capability to adapt and self-renew, and an expected relationship with CFA supported capacity development interventions (MFS II funding). It was agreed to focus on these two capabilities, since these are the most targeted capabilities by the CFAs, as established during the baseline process. The box below provides some background information on process tracing.

The essence of process tracing research is that scholars want to go beyond merely identifying correlations between independent variables (Xs) and outcomes (Ys). Process tracing in social science is commonly defined by its addition to trace causal mechanisms (Bennett, 2008a, 2008b; Checkle, 2008; George & Bennett, 2005). A causal mechanism can be defined as "a complex system which produces an outcome by the interaction of a number of parts" (Glennan, 1996, p. 52). Process tracing involves "attempts to identify the intervening causal process – the causal chain and causal mechanism – between an independent variable (or variables) and the outcome of the dependent variable" (George & Bennett, 2005, pp. 206-207).

Process tracing can be differentiated into three variants within social science: theory testing, theory building, and explaining outcome process tracing (Beach & Pedersen, 2013).

Theory testing process tracing uses a theory from the existing literature and then tests whether evidence shows that each part of hypothesised causal mechanism is present in a given case, enabling within case inferences about whether the mechanism functioned as expected in the case and whether the mechanism as a whole was present. No claims can be made however, about whether the mechanism was the only cause of the outcome.

Theory building process tracing seeks to build generalizable theoretical explanations from empirical evidence, inferring that a more general causal mechanism exists from the fact of a particular case.

Finally, explaining outcome process tracing attempts to craft a minimally sufficient explanation of a puzzling outcome in a specific historical case. Here the aim is not to build or test more general theories but to craft a (minimally) sufficient explanation of the outcome of the case where the ambitions are more case centric than theory oriented.

Explaining outcome process tracing is the most suitable type of process tracing for analysing the causal mechanisms for selected key organisational capacity changes of the SPOs. This type of process tracing can be thought of as a single outcome study defined as seeking the causes of the specific outcome in a single case (Gerring, 2006; in: Beach & Pedersen, 2013). Here the ambition is to craft a minimally sufficient explanation of a particular outcome, with sufficiency defined as an explanation that accounts for all of the important aspects of an outcome with no redundant parts being present (Mackie, 1965).

Explaining outcome process tracing is an iterative research strategy that aims to trace the complex conglomerate of systematic and case specific causal mechanisms that produced the outcome in question. The explanation cannot be detached from the particular case. Explaining outcome process tracing refers to case studies whose primary ambition is to explain particular historical outcomes, although the findings of the case can also speak to other potential cases of the phenomenon. Explaining outcome process tracing is an iterative research process in which 'theories' are tested to see whether they can provide a minimally sufficient explanation of the outcome. Minimal sufficiency is defined as an explanation that accounts for an outcome, with no redundant parts. In most explaining outcome studies, existing theorisation cannot provide a sufficient explanation, resulting in a second stage in which existing theories are re-conceptualised in light of the evidence gathered in the preceding empirical analysis. The conceptualisation phase in explaining outcome process tracing is therefore an iterative research process, with initial mechanisms re-conceptualised and tested until the result is a theorised mechanism that provides a minimally sufficient explanation of the particular outcome.

Below a description is provided of how SPOs are selected for process tracing, and a description is provided on how this process tracing is to be carried out. Note that this description of process tracing provides not only information on the extent to which the changes in organisational development can be attributed to MFS II (evaluation question 2), but also provides information on other contributing factors and actors (evaluation question 4). Furthermore, it must be noted that the evaluation team has developed an adapted form of 'explaining outcome process tracing', since the data collection and analysis was an iterative process of research so as to establish the most realistic explanation for a particular outcome/ organisational capacity change. Below selection of SPOs for process tracing as well as the different steps involved for process tracing in the selected SPOs, are further explained.

Selection of SPOs for 5C process tracing

Process tracing is a very intensive methodology that is very time and resource consuming (for development and analysis of one final detailed causal map, it takes about 1-2 weeks in total, for different members of the evaluation team). It has been agreed upon during the synthesis workshop on 17-18 June 2013 that only a selected number of SPOs will take part in this process tracing for the purpose of understanding the attribution question. The selection of SPOs is based on the following criteria:

- MFS II support to the SPO has not ended before 2014 (since this would leave us with too small a time difference between intervention and outcome);
- Focus is on the 1-2 capabilities that are targeted most by CFAs in a particular country;
- Both the SPO and the CFA are targeting the same capability, and preferably aim for similar outcomes;
- Maximum one SPO per CFA per country will be included in the process tracing.

The intention was to focus on about 30-50% of the SPOs involved. Please see the tables below for a selection of SPOs per country. Per country, a first table shows the extent to which a CFA targets the five capabilities, which is used to select the capabilities to focus on. A second table presents which SPO is selected, and takes into consideration the selection criteria as mentioned above.

ETHIOPIA

For Ethiopia the capabilities that are mostly targeted by CFAs are the capability to act and commit and the capability to adapt and self-renew. See also the table below.

Table 1
The extent to which the Dutch NGO explicitly targets the following capabilities – Ethiopia

Capability to:	AMREF	CARE	ECFA	FSCE	HOA-REC	HUND EE	NVEA	OSRA	TTCA
Act and commit	5	4	5	5	5	3	4	4	3
Deliver on development objectives	2	1	1	1	2	1	1	2	1
Adapt and self-renew	4	2	3	4	2	5	3	3	3
Relate	3	1	2	2	3	2	1	3	1
Achieve coherence	2	2	1	1	1	1	1	1	1

Note: Number 1 stands for not targeted, 5 for intensively targeted. These scores are relative scores for the interventions by the CFA to strengthen the capacity of the SPO. The scores are relative to each other, a higher score means that this capability gets more attention by the CFA compared to other capabilities.

Source: country baseline report, Ethiopia.

Below you can see the table describing when the contract with the SPO is to be ended, and whether both SPO and the CFA expect to focus on these two selected capabilities (with MFS II funding). Based on the above-mentioned selection criteria the following SPOs are selected for process tracing: AMREF, ECFA, FSCE, HUNDEE. In fact, six SPOs would be suitable for process tracing. We just selected the first one per CFA following the criteria of not including more than one SPO per CFA for process tracing

Table 2

SPOs selected for process tracing – Ethiopia

Ethiopia – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew – by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
AMREF	Dec 2015	Yes	Yes	Yes	Yes	AMREF NL	Yes
CARE	Dec 31, 2015	Partly	Yes	Yes	Yes – slightly	CARE Netherlands	No - not fully matching
ECFA	Jan 2015	Yes	Yes	Yes	Yes	Child Helpline International	Yes
FSCE	Dec 2015	Yes	Yes	Yes	Yes	Stichting Kinderpostzegels Netherlands (SKN); Note: no info from Defence for Children – ECPAT Netherlands	Yes
HOA-REC	Sustainable Energy project (ICCO Alliance): 2014 Innovative WASH (WASH Alliance): Dec 2015	Yes	Yes	Yes	Yes - slightly	ICCO	No - not fully matching
HUNDEE	Dec 2014	Yes	Yes	Yes	Yes	ICCO & IICD	Yes
NVEA	Dec 2015 (both)	Yes	Yes	Yes	Yes	Edukans Foundation (under two consortia); Stichting Kinderpostzegels Netherlands (SKN)	Suitable but SKN already involved for process tracing FSCE
OSRA	C4C Alliance project (farmers marketing): December 2014 ICCO Alliance project (zero grazing: 2014 (2nd phase)	Yes	Yes	Yes	Yes	ICCO & IICD	Suitable but ICCO & IICD already involved for process tracing - HUNDEE
TTCA	June 2015	Partly	Yes	No	Yes	Edukans Foundation	No - not fully matching

INDIA

For India the capability that is mostly targeted by CFAs is the capability to act and commit. The next one in line is the capability to adapt and self-renew. See also the table below in which a higher score means that the specific capability is more intensively targeted.

Table 3
The extent to which the Dutch NGO explicitly targets the following capabilities – India[9]

Capability to:	BVHA	COUNT	DRIST I	FFID	Jana Vikas	Samar thak Samiti	SMILE	SDS	VTRC
Act and commit	5	3	4	4	4	4	4	3	5
Deliver on development objectives	1	5	1	1	1	1	1	2	1
Adapt and self-renew	2	2	1	3	1	1	4	1	4
Relate	3	1	1	1	1	1	2	1	2
Achieve coherence	1	1	1	4	1	1	1	1	2

Note: Number 1 stands for not targeted, 5 for intensively targeted. These scores are relative scores for the interventions by the CFA to

strengthen the capacity of the SPO. The scores are relative to each other, a higher score means that this capability gets more attention by the

CFA compared to other capabilities.

Source: country baseline report, India.

Below you can see a table describing when the contract with the SPO is to be ended and whether SPO and the CFA both expect to focus on these two selected capabilities (with MFS II funding). Based on the above-mentioned selection criteria the following SPOs are selected for process tracing: BVHA, COUNT, FFID, SMILE and VTRC. Except for SMILE (capability to act and commit only), for the other SPOs the focus for process tracing can be on the capability to act and commit and on the capability to adapt and self-renew.

Table 4
SPOs selected for process tracing – India

India – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew –by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
BVHA	2014	Yes	Yes	Yes	Yes	Simavi	Yes; both capabilities
COUNT	2015	Yes	Yes	Yes	Yes	Woord en Daad	Yes; both capabilities
DRISTI	31-03-2012	Yes	Yes	No	no	Hivos	No - closed in 2012
FFID	30-09-2014	Yes	Yes	Yes	Yes	ICCO	Yes

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[9] RGVN, NEDSF and Women's Rights Forum (WRF) could not be reached timely during the baseline due to security reasons. WRF could not be reached at all. Therefore these SPOs are not included in Table 1.

India – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew –by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
Jana Vikas	2013	Yes	Yes	Yes	No	Cordaid	No - contract is and the by now; not fully matching focus
NEDSF							No – delayed baseline
RGVN							No - delayed baseline
Samarthak Samiti (SDS)	2013 possibly longer	Yes	Yes	Yes	No	Hivos	No - not certain of end date and not fully matching focus
Shivi Development Society (SDS)	Dec 2013 intention 2014	Yes	Yes	Yes	No	Cordaid	No - not fully matching focus
Smile	2015	Yes	Yes	Yes	Yes	Wilde Ganzen	Yes; first capability only
VTRC	2015	Yes	Yes	Yes	Yes	Stichting Red een Kind	Yes; both capabilities

INDONESIA

For Indonesia the capabilities that are most frequently targeted by CFAs are the capability to act and commit and the capability to adapt and self-renew. See also the table below.

Table 5
The extent to which the Dutch NGO explicitly targets the following capabilities – Indonesia

Capability to:	ASB	Daya kologi	ECPAT	GSS	Lem baga Kita	Pt. PPMA	Rifka Annisa	WIIP	Yad upa	Yayasan Kelola	YPI	YRBI
Act and commit	4	4	4	5	4	4	5	3	3	2	5	4
Deliver on development objectives	1	1	1	2	2	1	2	1	1	1	1	1
Adapt and self-renew	3	1	2	4	2	3	4	4	1	1	4	3
Relate	1	1	2	3	3	2	1	2	2	2	3	2
Achieve coherence	1	1	1	2	1	1	2	2	1	1	2	1

Note: Number 1 stands for not targeted, 5 for intensively targeted. These scores are relative scores for the interventions by the CFA to

strengthen the capacity of the SPO. The scores are relative to each other, a higher score means that this capability gets more attention by the

CFA compared to other capabilities.

Source: country baseline report, Indonesia.

The table below describes when the contract with the SPO is to be ended and whether both SPO and the CFA expect to focus on these two selected capabilities (MFS II funding). Based on the above-mentioned selection criteria the following SPOs are selected for process tracing: ASB, ECPAT, Pt.PPMA, YPI, YRBI.

Table 6
SPOs selected for process tracing – Indonesia

Indonesia – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew – by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
ASB	February 2012; extension Feb,1, 2013 – June,30, 2016	Yes	Yes	Yes	Yes	Hivos	Yes
Dayakologi	2013; no extension	Yes	Yes	Yes	No	Cordaid	No: contract ended early and not matching enough
ECPAT	August 2013; Extension Dec 2014	Yes	Yes	Yes, a bit	Yes	Free Press Unlimited - Mensen met een Missie	Yes
GSS	31 December 2012; no extension	Yes	Yes	Yes, a bit	Yes	Free Press Unlimited - Mensen met een Missie	No: contract ended early
Lembaga Kita	31 December 2012; no extension	Yes	Yes	No	Yes	Free Press Unlimited - Mensen met een Missie	No - contract ended early
Pt.PPMA	May 2015	Yes	Yes	No	Yes	IUCN	Yes, capability to act and commit only
Rifka Annisa	Dec, 31 2015	No	Yes	No	Yes	Rutgers WPF	No - no match between expectations CFA and SPO
WIIP	Dec 2015	Yes	Not MFS II	Yes	Not MFS II	Red Cross	No - Capacity development interventions are not MFS II financed. Only some overhead is MFS II

Indonesia – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew – by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
Yayasan Kelola	Dec 30, 2013; extension of contract being processed for two years (2014-2015)	Yes	Not really	Yes	Not really	Hivos	No - no specific capacity development interventions planned by Hivos
YPI	Dec 31, 2015	Yes	Yes	Yes	Yes	Rutgers WPF	Yes
YRBI	Oct, 30, 2013; YRBI end of contract from 31st Oct 2013 to 31st Dec 2013. Contract extension proposal is being proposed to MFS II, no decision yet.	Yes	Yes	Yes	Yes	ICCO	Yes
Yadupa	Under negotiation during baseline; new contract 2013 until now	Yes	Nothing committed	Yes	Nothing committed	IUCN	No, since nothing was committed by CFA

LIBERIA

For Liberia the situation is arbitrary which capabilities are targeted most CFA's. Whilst the capability to act and commit is targeted more often than the other capabilities, this is only so for two of the SPOs. The capability to adapt and self-renew and the capability to relate are almost equally targeted for the five SPOs, be it not intensively. Since the capability to act and commit and the capability to adapt and self-renew are the most targeted capabilities in Ethiopia, India and Indonesia, we choose to focus on these two capabilities for Liberia as well. This would help the synthesis team in the further analysis of these capabilities related to process tracing. See also the table below.

Table 7
The extent to which the Dutch NGO explicitly targets the following capabilities – Liberia

Capability to:	BSC	DEN-L	NAWOCOL	REFOUND	RHRAP
Act and commit	5	1	1	1	3
Deliver on development objectives	3	1	1	1	1
Adapt and self-renew	2	2	2	2	2
Relate	1	2	2	2	2
Achieve coherence	1	1	1	1	1

Note: Number 1 stands for not targeted, 5 for intensively targeted. These scores are relative scores for the interventions by the CFA to

strengthen the capacity of the SPO. The scores are relative to each other, a higher score means that this capability gets more attention by the

CFA compared to other capabilities.

Source: country baseline report, Liberia.

Below you can see the table describing when the contract with the SPO is to be ended, and whether both SPO and the CFA expect to focus on these two selected capabilities (with MFS II funding). Also, for two of the five SPOs capability to act and commit is targeted more intensively compared to the other capabilities. Based on the above-mentioned selection criteria the following SPOs are selected for process tracing: BSC and RHRAP.

Table 8
SPOs selected for process tracing – Liberia

Liberia – SPOs	End of contract	Focus on capability to act and commit– by SPO	Focus on capability to act and commit – by CFA	Focus on capability to adapt and self-renew –by SPO	Focus on capability to adapt and self-renew – by CFA	CFA	Selected for process tracing
BSC	Dec 31, 2015	Yes	Yes	Yes	Yes	SPARK	Yes
DEN-L	2014	No	No	Unknown	A little	ICCO	No – not matching enough
NAWOCOL	2014	Yes	No	No	A little	ICCO	No – not matching enough
REFOUND	At least until 2013 (2015?)	Yes	No	Yes	A little	ICCO	No – not matching enough
RHRAP	At least until 2013 (2014?)	Yes	Yes	Yes	Yes	ICCO	Yes

Key steps in process tracing for the 5C study

In the box below you will find the key steps developed for the 5C process tracing methodology. These steps will be further explained here. Only key staff of the SPO is involved in this process: management; programme/ project staff; and monitoring and evaluation staff, and other staff that could provide information relevant to the identified outcome area/key organisational capacity change. Those SPOs selected for process tracing had a separate endline workshop, in addition to the ' general endline workshop. This workshop was carried out after the initial endline workshop and the interviews during the field visit to the SPO. Where possible, the general and process tracing endline workshop have been held consecutively, but where possible these workshops were held at different points in time, due to the complex design of the process. Below the detailed steps for the purpose of process tracing are further explained.

*Step 1. Identify the **planned MFS II supported capacity development interventions** within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team*

Chapter 4.1 and 4.2 in the baseline report were reviewed. Capacity development interventions as planned by the CFA for the capability to act and commit and for the capability to adapt and self-renew were described and details inserted in the summary format. This provided an overview of the capacity development activities that were originally planned by the CFA for these two capabilities and assisted in focusing on relevant outcomes that are possibly related to the planned interventions.

*Step 2. Identify the **implemented capacity development interventions** within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team*

The input from the CFA was reviewed in terms of what capacity development interventions have taken place in the MFS II period. This information was be found in the 'Support to capacity development sheet - endline - CFA perspective' for the SPO, based on details provided by the CFA and further discussed during an interview by the CDI team.

The CFA was asked to describe all the MFS II supported capacity development interventions of the SPO that took place during the period 2011 up to now. The CDI team reviewed this information, not only the interventions but also the observed changes as well as the expected long-term changes, and

then linked these interventions to relevant outcomes in one of the capabilities (capability to act and commit; and capability to adapt and self-renew).

*Step 3. Identify **initial changes/ outcome areas** in these two capabilities – by CDI team & in-country team*

The CDI team was responsible for coding documents received from SPO and CFA in NVivo on the following:

- 5C Indicators: this was to identify the changes that took place between baseline and endline. This information was coded in Nvivo.
- Information related to the capacity development interventions implemented by the CFA (with MFS II funding) (see also Step 2) to strengthen the capacity of the SPO. For example, the training on financial management of the SPO staff could be related to any information on financial management of the SPO. This information was coded in Nvivo.

In addition, the response by the CFA to the changes in 5C indicators format, was auto-coded.

The in-country team was responsible for timely collection of information from the SPO (before the fieldwork starts). This set of information dealt with:

- MFS II supported capacity development interventions during the MFS II period (2011 until now).
- Overview of all trainings provided in relation to a particular outcome areas/organisational capacity change since the baseline.
- For each of the identified MFS II supported trainings, training questionnaires have been developed to assess these trainings in terms of the participants, interests, knowledge and skills gained, behaviour change and changes in the organisation (based on Kirkpatrick's model), one format for training participants and one for their managers. These training questionnaires were sent prior to the field visit.
- Changes expected by SPO on a long-term basis ('Support to capacity development sheet - endline - SPO perspective').

For the selection of change/ outcome areas the following criteria were important:

- The change/ outcome area is in one of the two capabilities selected for process tracing: capability to act and commit or the capability to adapt and self-renew. This was the first criteria to select upon.
- There was a likely link between the key organisational capacity change/ outcome area and the MFS II supported capacity development interventions. This also was an important criteria. This would need to be demonstrated through one or more of the following situations:
  - In the 2012 theory of change on organisational capacity development of the SPO a link was indicated between the outcome area and MFS II support;
  - During the baseline the CFA indicated a link between the planned MFS II support to organisational development and the expected short-term or long-term results in one of the selected capabilities;
  - During the endline the CFA indicated a link between the implemented MFS II capacity development interventions and observed short-term changes and expected long-term changes in the organisational capacity of the SPO in one of the selected capabilities;
  - During the endline the SPO indicated a link between the implemented MFS II capacity development interventions and observed short-term changes and expected long-term changes in the organisational capacity of the SPO in one of the selected capabilities.

Reviewing the information obtained as described in Step 1, 2, and 3 provided the basis for selecting key organisational capacity change/ outcome areas to focus on for process tracing. These areas were to be formulated as broader outcome areas, such as 'improved financial management', 'improved monitoring and evaluation' or 'improved staff competencies'.

Note: the outcome areas were to be formulated as intermediates changes. For example: an improved monitoring and evaluation system, or enhanced knowledge and skills to educate the target group on

climate change. Key outcome areas were also verified - based on document review as well as discussions with the SPO during the endline.

*Step 4. Construct the **detailed, initial causal map** (theoretical model of change) – CDI & in-country team*

A detailed initial causal map was developed by the CDI team, in collaboration with the in-country team. This was based on document review, including information provided by the CFA and SPO on MFS II supported capacity development interventions and their immediate and long-term objectives as well as observed changes. Also, the training questionnaires were reviewed before developing the initial causal map. This detailed initial causal map was to be provided by the CDI team with a visual and related narrative with related references. This initial causal map served as a reference point for further reflection with the SPO during the process tracing endline workshop, where relationships needed to be verified or new relationships established so that the second (workshop-based), detailed causal map could be developed, after which further verification was needed to come up with the final, concluding detailed causal map.

It's important to note that organisational change area/ outcome areas could be both positive and negative.

For each of the selected outcomes the team needed to make explicit the theoretical model of change. This meant finding out about the range of different actors, factors, actions, and events etc. that have contributed to a particular outcome in terms of organisational capacity of the SPO.

A model of change of good quality includes:

- The causal pathways that relate the intervention to the realised change/ outcome;
- Rival explanations for the same change/ outcome;
- Assumptions that clarify relations between different components or parts;
- Case specific and/or context specific factors or risks that might influence the causal pathway, such as for instance the socio-cultural-economic context, or a natural disaster;
- Specific attributes of the actors e.g. CFA and other funders.

A model of change (within the 5C study called a 'detailed causal map') is a complex system which produces intermediate and long-term outcomes by the interaction of other parts. It consists of parts or causes that often consist of one actor with its attributes that is implementing activities leading to change in other parts (Beach & Pedersen, 2013). A helpful way of constructing the model of change is to think in terms of actors carrying out activities that lead to other actors changing their behaviour. The model of change can be explained as a range of activities carried out by different *actors* (including the CFA and SPO under evaluation) that will ultimately lead to an outcome. Besides this, there are also '*structural*' elements, which are to be interpreted as external factors (such as economic conjuncture); and *attributes* of the actor (does the actor have the legitimacy to ask for change or not, what is its position in the sector) that should be looked at (Beach & Pedersen, 2013). In fact Beach and Pedersen, make a fine point about the subjectivity of the actor in a dynamic context. This means, in qualitative methodologies, capturing the changes in the actor, acted upon area or person/organisation, in a non sequential and non temporal format. Things which were done recently could have corrected behavioural outcomes of an organisation and at the same ime there could be processes which incrementally pushed for the same change over a period of time. Beach and Pedersen espouse this methodology because it captures change in a dynamic fashion as against the methodology of logical framework. For the MFS II evaluation it was important to make a distinction between those paths in the model of change that are the result of MFS II and rival pathways.

The construction of the model of change started with the identified key organisational capacity change/ outcome, followed by an inventory of all possible subcomponents that possibly have caused the change/ outcome in the MFS II period (2011-up to now, or since the baseline). The figure below presents an imaginary example of a model of change. The different colours indicate the different types of support to capacity development of the SPO by different actors, thereby indicating different pathways of change, leading to the key changes/ outcomes in terms of capacity development (which in this case indicates the ability to adapt and self-renew).
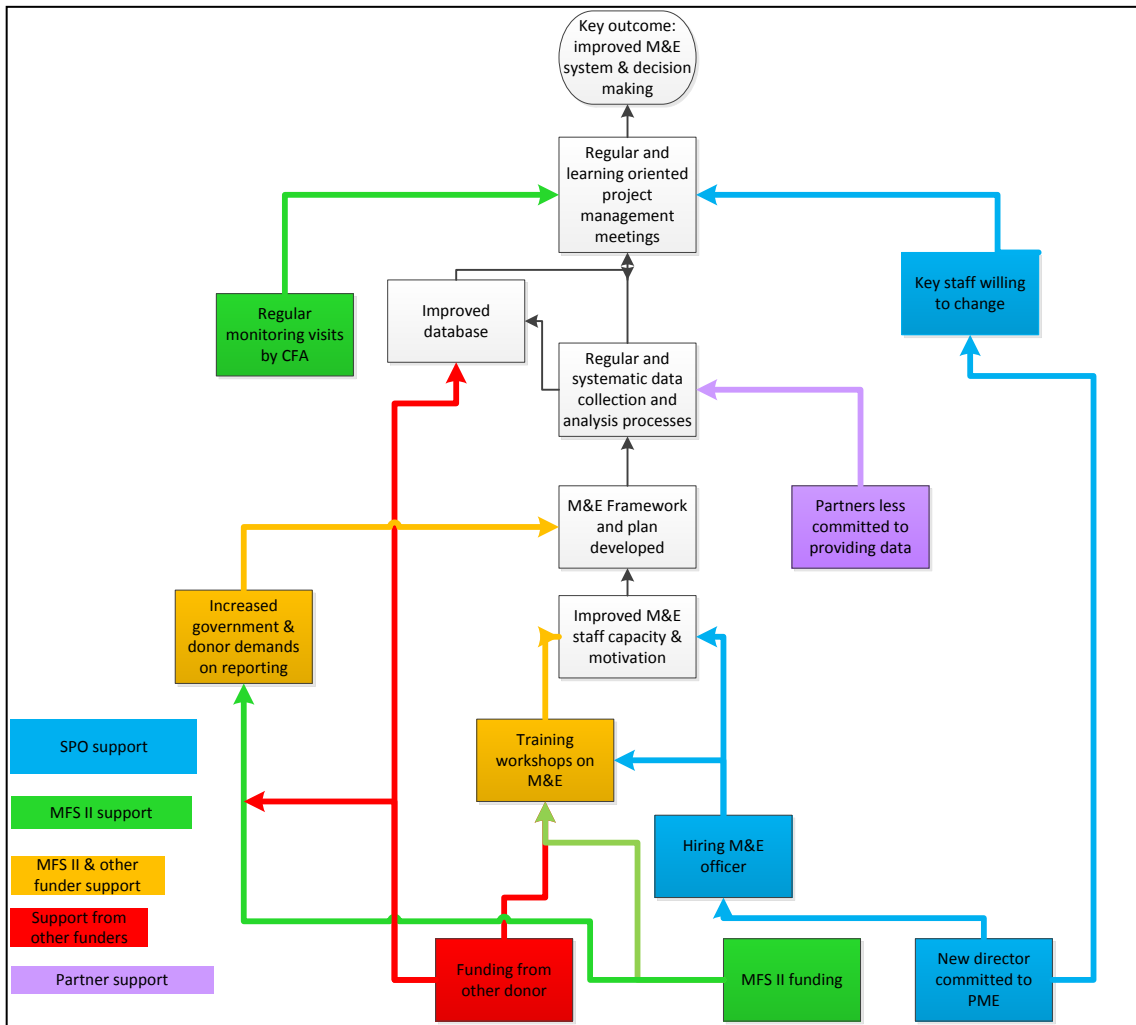
Figure 1   *An imaginary example of a model of change*

*Step 5. Identify **types of evidence** needed to verify or discard different causal relationships in the model of change – in-country teams with support from CDI team*

Once the causal mechanism at theoretical level were defined, empirical evidence was collected so as to verify or discard the different parts of this theoretical model of change, confirm or reject whether subcomponents have taken place, and to find evidence that confirm or reject the causal relations between the subcomponents.

A key question that we needed to ask ourselves was, *"What information do we need in order to confirm or reject that one subcomponent leads to another, that X causes Y?"*. The evaluation team needed to agree on what information was needed that provides empirical manifestations for each part of the model of change.

There are four distinguishable types of evidence that are relevant in process tracing analysis: *pattern, sequence, trace, and account*. Please see the box below for descriptions of these types of evidence.

The evaluation team needed to agree on the types of evidence that was needed to verify or discard the manifestation of a particular part of the causal mechanism. Each one or a combination of these different types of evidence could be used to confirm or reject the different parts of the model of change. This is what is meant by robustness of evidence gathering. Since causality as a concept can bend in many ways, our methodology, provides a near scientific model for accepting and rejecting a particular type of evidence, ignoring its face value.

Below you can find a table that provides guidelines on what to look for when identifying types of evidence that can confirm or reject causal relationships between different parts/ subcomponents of the model of change. It also provides one example of a part of a causal pathway and what type of information to look for.

Table 9
Format for identifying types of evidence for different causal relationships in the model of change (example included)

Part of the model of change	Key questions	Type of evidence needed	Source of information
Describe relationship between the subcomponents of the model of change	Describe questions you would like to answer a so as to find out whether the components in the relationship took place, when they took place, who was involved, and whether they are related	Describe the information that we need in order to answer these questions. Which type of evidence can we use in order to reject or confirm that subcomponent X causes subcomponent Y? Can we find this information by means of : Pattern evidence; Sequence evidence; Trace evidence; Account evidence?	Describe where you can find this information
Example: Training workshops on M&E provided by MFS II funding and other sources of funding	Example: What type of training workshops on M&E took place? Who was trained? When did the training take place? Who funded the training? Was the funding of training provided before the training took place? How much money was available for the training?	Example: Trace evidence: on types of training delivered, who was trained, when the training took place, budget for the training Sequence evidence on timing of funding and timing of training Content evidence: what the training was about	Example: Training report SPO Progress reports interviews with the CFA and SPO staff Financial reports SPO and CFA

Please note that for practical reasons, the 5C evaluation team decided that it was easier to integrate the specific questions in the narrative of the initial causal map. These questions would need to be

addressed by the in country team during the process tracing workshop so as to discover, verify or discard particular causal mechanisms in the detailed, initial causal map. Different types of evidence was asked for in these questions.

*Step 6. **Collect data** to verify or discard causal mechanisms and develop workshop-based, detailed causal map – in-country team*

Once it was decided by the in-country and CDI evaluation teams what information was to be collected during the interaction with the SPO, data collection took place. The initial causal maps served as a basis for discussions during the endline workshop with a particular focus on process tracing for the identified organisational capacity changes. But it was considered to be very important to understand from the perspective of the SPO how they understood the identified key organisational capacity change/outcome area has come about. A new detailed, workshop-based causal map was developed that included the information provided by SPO staff as well as based on initial document review as described in the initial detailed causal map. This information was further analysed and verified with other relevant information so as to develop a final causal map, which is described in the next step.

*Step 7. **Assess the quality** of data and **analyse data**, and develop the **final detailed causal map** (model of change) – in-country team and CDI team*

Quality assurance of the data collected and the evidence it provides for rejecting or confirming parts of causal explanations are a major concern for many authors specialised in contribution analysis and process-tracing. Stern et al. (2012), Beach and Pedersen (2013), Lemire, Nielsen and Dybdal (2012), Mayne (2012) and Delahais and Toulemonde (2012) all emphasise the need to make attribution/ contribution claims that are based on pieces of evidence that are rigorous, traceable, and credible. These pieces of evidence should be as explicit as possible in proving that *subcomponent X causes subcomponent Y* and ruling out other explanations. Several tools are proposed to check the nature and the quality of data needed. One option is, Delahais and Toulemonde's Evidence Analysis Database, which we have adapted for our purpose.

Delahais and Toulemonde (2012) propose an Evidence Analysis Database that takes into consideration three criteria:

Confirming/ rejecting a causal relation (yes/no);
Type of causal mechanism: intended contribution/ other contribution/ condition leading to intended contribution/ intended condition to other contribution/ feedback loop;
Strength of evidence: strong/ rather strong/ rather weak/ weak.

We have adapted their criteria to our purpose. The in-country team, in collaboration with the CDI team, used the criteria in assessing whether causal relationships in the causal map, were strong enough. This has been more of an iterative process trying to find additional evidence for the established relationships through additional document review or contacting the CFA and SPO as well as getting their feedback on the final detailed causal map that was established. Whilst the form below has not been used exactly in the manner depicted, it has been used indirectly when trying to validate the information in the detailed causal map. After that, the final detailed causal map is established both as a visual as well as a narrative, with related references for the established causal relations.

Example format for the adapted evidence analysis database (example included) Description of causal relation	Confirming/ rejecting a causal relation (yes/no)	Type of information providing the background to the confirmation or rejection of the causal relation	Strength of evidence: strong/ rather strong/ rather weak/ weak	Explanation for why the evidence is (rather) strong or (rather) weak, and therefore the causal relation is confirmed/ rejected
e.g. Training staff in M&E leads to enhanced M&E knowledge, skills and practice	e.g. Confirmed	e.g. Training reports confirmed that staff are trained in M&E and that knowledge and skills increased as a result of the training		

Step 8. **Analyse and conclude** *on findings– in-country team and CDI team*

The final detailed causal map was described as a visual and narrative and this was then analysed in terms of the evaluation question two and evaluation question four: *"To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?"* and *"What factors explain the findings drawn from the questions above?"* It was analysed to what extent the identified key organisational capacity change can be attributed to MFS II supported capacity development interventions as well as to other related factors, interventions and actors.

4.   Explaining factors – evaluation question 4

This paragraph describes the data collection and analysis methodology for answering the fourth evaluation question: **"What factors explain the findings drawn from the questions above?"**

In order to explain the changes in organisational capacity development between baseline and endline (evaluation question 1) the CDI and in-country evaluation teams needed to review the indicators and how they have changed between baseline and endline and what reasons have been provided for this. This has been explained in the first section of this appendix. It has been difficult to find detailed explanations for changes in each of the separate 5c indicators, but the 'general causal map' has provided some ideas about some of the key underlying factors actors and interventions that influence the key organisational capacity changes, as perceived by the SPO staff.

For those SPOs that are selected for process tracing (evaluation question 2), more in-depth information was procured for the identified key organisational capacity changes and how MFS II supported capacity development interventions as well as other actors, factors and interventions have influenced these changes. This is integrated in the process of process tracing as described in the section above.

5.   Methodological reflection

Below a few methodological reflections are made by the 5C evaluation team.

Use of the 5 core capabilities framework and qualitative approach: this has proven to a be very useful framework to assess organisational capacity. The five core capabilities provide a comprehensive picture of the capacity of an organisation. The capabilities are interlinked, which was also reflected in

the description of standard indicators, that have been developed for the purpose of this 5C evaluation and agreed upon for the eight countries. Using this framework with a mainly qualitative approach has provided rich information for the SPOs and CFAs, and many have indicated this was a useful learning exercise.

Using standard indicators and scores: using standard indicators is useful for comparison purposes. However, the information provided per indicator is very specific to the SPO and therefore makes comparison difficult. Whilst the description of indicators has been useful for the SPO and CFA, it is questionable to what extent indicators can be compared across SPOs since they need to be seen in context, for them to make meaning. In relation to this, one can say that scores that are provided for the indicators, are only relative and cannot show the richness of information as provided in the indicator description. Furthermore, it must be noted that organisations are continuously changing and scores are just a snapshot in time. There cannot be perfect score for this. In hindsight, having rubrics would have been more useful than scores.

General causal map: whilst this general causal map, which is based on key organisational capacity changes and related causes, as perceived by the SPO staff present at the endline workshop, has not been validated with other sources of information except SPO feedback, the 5C evaluation team considers this information important, since it provides the SPO story about how and which changes in the organisation since the baseline, are perceived as being important, and how these changes have come about. This will provide information additional to the information that has been validated when analysing and describing the indicators as well as the information provided through process tracing (selected SPOs). This has proven to be a learning experience for many SPOs.

Using process tracing for dealing with the attribution question: this theory-based and mainly qualitative approach has been chosen to deal with the attribution question, on how the organisational capacity changes in the organisations have come about and what the relationship is with MFS II supported capacity development interventions and other factors. This has proven to be a very useful process, that provided a lot of very rich information. Many SPOs and CFAs have already indicated that they appreciated the richness of information which provided a story about how identified organisational capacity changes have come about. Whilst this process was intensive for SPOs during the process tracing workshops, many appreciated this to be a learning process that provided useful information on how the organisation can further develop itself. For the evaluation team, this has also been an intensive and time-consuming process, but since it provided rich information in a learning process, the effort was worth it, if SPOs and CFAs find this process and findings useful.

A few remarks need to be made:

- Outcome explaining process tracing is used for this purpose, but has been adapted to the situation since the issues being looked at were very complex in nature.
- Difficulty of verifying each and every single change and causal relationship:
- Intensity of the process and problems with recall: often the process tracing workshop was done straight after the general endline workshop that has been done for all the SPOs.In some cases, the process tracing endline workshop has been done at a different point in time, which was better for staff involved in this process, since process tracing asks people to think back about changes and how these changes have come about. The word difficulties with recalling some of these changes and how they have come about. See also the next paragraph.
- Difficulty of assessing changes in knowledge and behaviour: training questionnaire is have been developed, based on Kirkpatrick's model and were specifically tailored to identify not only the interest but also the change in knowledge and skills, behaviour as well as organisational changes as a result of a particular training. The retention ability of individuals, irrespective of their position in the organisation, is often unstable. The 5C evaluation team experienced that it was difficult for people to recall specific trainings, and what they learned from those trainings. Often a change in knowledge, skills and behaviour is a result brought about by a combination of different factors , rather than being traceable to one particular event. The detailed causal maps that have been established, also clearly pointed this. There are many factors at play that make people change their behaviour, and this is not just dependent on training but also internal/personal (motivational) factors as well as factors within the organisation, that stimulate or hinder a person to change behaviour. Understanding how behaviour change works is important when trying to really understand the extent to which behaviour has changed as a

result of different factors, actors and interventions. Organisations change because people change and therefore understanding when and how these individuals change behaviour is crucial. Also attrition and change in key organisational positions can contribute considerably to the outcome.

Utilisation of the evaluation

The 5C evaluation team considers it important to also discuss issues around utility of this evaluation. We want to mention just a few.

Design – mainly externally driven and with a focus on accountability and standard indicators and approaches within a limited time frame, and limited budget: this MFS II evaluation is originally based on a design that has been decided by IOB (the independent evaluation office of the Dutch Ministry of Foreign Affairs) and to some extent MFS II organisations. The evaluators have had no influence on the overall design and sampling for the 5C study. In terms of learning, one may question whether the most useful cases have been selected in this sampling process. The focus was very much on a rigorous evaluation carried out by an independent evaluation team. Indicators had to be streamlined across countries. The 5C team was requested to collaborate with the other 5C country teams (Bangladesh, Congo, Pakistan, Uganda) to streamline the methodological approach across the eight sampled countries. Whilst this may have its purpose in terms of synthesising results, the 5C evaluation team has also experienced the difficulty of tailoring the approach to the specific SPOs. The overall evaluation has been mainly accountability driven and was less focused on enhancing learning for improvement. Furthermore, the timeframe has been very small to compare baseline information (2012) with endline information (2014). Changes in organisational capacity may take a long, particularly if they are related to behaviour change. Furthermore, there has been limited budget to carry out the 5C evaluation. For all the four countries (Ethiopia, India, Indonesia, Liberia) that the Centre for Development Innovation, Wageningen University and Research centre has been involved in, the budget has been overspent.

However, the 5C evaluation team has designed an endline process whereby engagement of staff, e.g. in a workshop process was considered important, not only due to the need to collect data, but also to generate learning in the organisation. Furthermore, having general causal maps and detailed causal maps generated by process tracing have provided rich information that many SPOs and CFAs have already appreciated as useful in terms of the findings as well as a learning process.

Another issue that must be mentioned is that additional requests have been added to the country teams during the process of implementation: developing a country based synthesis; questions on design, implementation, and reaching objectives of MFS II funded capacity development interventions, whilst these questions were not in line with the core evaluation questions for the 5C evaluation.

Complexity and inadequate coordination and communication: many actors, both in the Netherlands, as well as in the eight selected countries, have been involved in this evaluation and their roles and responsibilities, were often unclear. For example, 19 MFS II consortia, the internal reference group, the Ministry of Foreign Affairs, Partos, the Joint Evaluation Trust, NWO-Wotro, the evaluators (Netherlands and in-country), 2 external advisory committees, and the steering committee. Not to mention the SPO's and their related partners and consultants. CDI was involved in 4 countries with a total number of 38 SPOs and related CFAs. This complexity influenced communication and coordination, as well as the extent to which learning could take place. Furthermore, there was a distance between the evaluators and the CFAs, since the approach had to be synchronised across countries, and had to adhere to strict guidelines, which were mainly externally formulated and could not be negotiated or discussed for the purpose of tailoring and learning. Feedback on the final results and report had to be provided mainly in written form. In order to enhance utilisation, a final workshop at the SPO to discuss the findings and think through the use with more people than probably the one who reads the report, would have more impact on organisational learning and development. Furthermore, feedback with the CFAs has also not been institutionalised in the evaluation process in the form of learning events. And as mentioned above, the complexity of the evaluation with many actors involved did not enhance learning and thus utilization.

5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process: The SPO perspective has also brought to light a new experience and technique of self-assessment and self-corrective measures for managers. Most SPOs whether part of process tracing or not, deeply appreciated the thoroughness of the methodology and its ability to capture details with robust connectivity. This is a matter of satisfaction and learning for both evaluators and SPOs. Having a process whereby SPO staff were very much engaged in the process of self-assessment and reflection has proven for many to be a learning experience for many, and therefore have enhanced utility of the 5C evaluation.

Appendix 2 Background information on the five core capabilities framework

The 5 capabilities (5C) framework was to be used as a framework for the evaluation of capacity development of Southern Partner Organisations (SPOs) of the MFS II consortia. The 5C framework is based on a five-year research program on 'Capacity, change and performance' that was carried out by the European Centre for Development Policy Management (ECDPM). The research included an extensive review of the literature and sixteen case studies. The 5C framework has also been applied in an IOB evaluation using 26 case studies in 14 countries, and in the baseline carried out per organisation by the MFS II organisations for the purpose of the monitoring protocol.

The 5C framework is structured to understand and analyse (changes in) the capacity of an organization to deliver (social) value to its constituents. This introduction briefly describes the 5C framework, mainly based on the most recent document on the 5C framework (Keijzer et al., 2011).

The 5C framework sees capacity as an **outcome** of an **open system**. An organisation or collaborative association (for instance a network) is seen as a system interacting with wider society. The most critical practical issue is to ensure that relevant stakeholders share a common way of thinking about capacity and its core constituents or capabilities. Decisive for an organisation's capacity is the context in which the organisation operates. This means that **understanding context issues** is crucial. The use of the 5C framework requires a multi-stakeholder approach because shared values and results orientation are important to facilitate the capacity development process. The 5C framework therefore needs to **accommodate the different visions** of stakeholders and conceive different strategies for raising capacity and improving performance in a given situation.

The 5C framework defines capacity as '**producing social value'** and identifies five core capabilities that together result in that overall capacity. Capacity, capabilities and competences are seen as follows:

Capacity is referred to as the overall ability of an organisation or system to create value for others;

Capabilities are the collective ability of a group or a system to do something either inside or outside the system. The collective ability involved may be technical, logistical, managerial or generative (i.e. the ability to earn legitimacy, to adapt, to create meaning, etc.);

Competencies are the energies, skills and abilities of individuals.

Fundamental to developing capacity are inputs such as human, material and financial resources, technology, and information. To the degree that they are developed and successfully integrated, capabilities contribute to the overall capacity or ability of an organisation or system to create value for others. A single capability is not sufficient to create capacity. All are needed and are strongly interrelated and overlapping. Thus, to achieve its development goals, the 5C framework says that every organisation or system must have **five basic capabilities:**

- The capability to act and commit;
- The capability to deliver on development objectives;
- The capability to adapt and self-renew;
- The capability to relate (to external stakeholders);
- The capability to achieve coherence.

In order to have a common framework for evaluation, the five capabilities have been reformulated in outcome domains and for each outcome domain performance indicators have been developed.

There is some overlap between the five core capabilities but together the five capabilities result in a certain level of capacity. Influencing one capability may have an effect on one or more of the other

capabilities. In each situation, the level of any of the five capabilities will vary. Each capability can become stronger or weaker over time.

Appendix 3 Changes in organisational capacity of the SPO - 5C indicators

Below you will find a description for each of the indicators under each of the capabilities, what the situation is as assessed during the endline, how this has changed since the baseline and what are the reasons for change.

Capability to act and commit

Level of Effective Leadership

1.1.Responsive leadership: 'Leadership is responsive, inspiring, and sensitive'

This is about leadership within the organisation (operational, strategic). If there is a larger body then you may also want to refer to leadership at a higher level but not located at the local organisation.

The current leader has now been leading the organization for four years and as the years passed the staff has become more free to express their opinions. The leader is open to the opinions and suggestions related to the projects whenever that is needed. He can give guidance and provide necessary support whenever asked for. Staff can express their views regarding the programme's activities and aspirations to the leader during staff meetings or stop by and discuss this with him personally. Opinions of staff are considered when the leadership makes decisions. Management level decisions are openly shared and communicated with staff. The present leader is responsive, efficient, vocal and genuine in expressing his vision. He also has concern for NEDSSS's partners and his wider vision ensures that partners are made aware of changes in the external environment, e.g. with regard to changes in the law. The leader gives freedom to project staff to plan and decide on project implementation as long as staff take into account the project's proposal and budget. During the endline process, the in evaluation team observed that the endline workshop was carried out in a democratic and participatory way. The director gave space to the staff to express their views. The present Governing Body members have many years of experience in the field of development. Their interaction with the leader keeps him up to date and creative. As the organisation is a coordinating body for 15 partners, they always have to be a step ahead. They do this by constant capacity building of the organisation.

Score baseline: 2.5

Score endline: 3 (slight improvement)

1.2.Strategic guidance: 'Leaders provide appropriate strategic guidance (strategic leader and operational leader)'

This is about the extent to which the leader(s) provide strategic directions

During the baseline in May 2013, the leader was still new and partners were still in the process of settling down to his style of functioning. Now, the leader provides strategic guidance to both NEDSSS staff as well as its 15 partner organisations. There is an increased focus on developing the capacities of the partner organisations by organising workshops on legal and financial documentation and sharing of knowledge related to the FCRA and Indian tax laws. The leader has worked in the development sector for more than 14 years and has pastoral, administrative and teaching experience. He is known among the people of the region as well as the leaders of the partner organisations and other institutions. While during the baseline there were ideas of developing a second line of leaders, now the positions chief programme coordinator and programme coordinator have been introduced to

strengthen this second line leadership. Furthermore, there is an institutional culture of following written documents and customary practices. For example the experienced Governing Board provides guidance to the director through increased interaction in meetings with the Governing Board and General Body. General Body Meetings are regular and proper minutes are being taken. There are discussions on which projects to undertake and on utilisation of resources among the leader and the staff. Staff are actively involved in the planning process of new interventions and undertakings. Leadership is receiving positive responses on his functioning from the partner organisations.

Score baseline: 2.0

Score endline: 2.5 (slight improvement)

1.3. Staff turnover: 'Staff turnover is relatively low'

This is about staff turnover.

During the baseline in 2013 staff turnover was high.

Now NEDSSS has less staff working permanently at the organisations. In 2013 they have started working with social work trainees as interns and they continue to work with project related staff that are only hired for the project. No staff has left the organisation since the baseline in May 2013. Having worked at NEDSSS, staff are valued better when they apply for a job elsewhere. Staff that stay with the organisation do so because their work is related to their qualification in social work and this gives them job satisfaction. The salary is rather decent and staff benefits have been introduced. Staff are now rewarded for their extra hours and input when they provide extra services to partners or other organisations. The Staff Welfare fund has increased in July 2014; staff is now contributing 540 INR a month (first 200 INR) and the organisation contributes 540 INR (200 INR before). Health insurance for staff has been introduced in 2013.

Score baseline: 2.0

Score endline: 3.0 (improvement)

Level of realistic strategic planning

1.4. Organisational structure: 'Existence of clear organisational structure reflecting the objectives of the organisation'

Observable indicator: Staff have copy of org structure and understand this

The organisation still has a well-defined and documented organogram in the HR policy. All the staff members are aware of the organisational structure. The Executive Director reports to a Governing Board and General Body. He is assisted by an Assistant Director who in turn is supported by a Programme Coordinator.

Score baseline: 4.0

Score endline: 4.0 (no change)

1.5. Articulated strategies: 'Strategies are articulated and based on good situation analysis and adequate M&E'

Observable indicator: strategies are well articulated. Situation analysis and monitoring and evaluation are used to inform strategies.

NEDSSS continues to base its strategies on its M&E findings (in case of the Capacity Building Project) and good situational analysis and learnings from previous experience (in case of the Peace Initiative project). In the Capacity Building of DSSS Phase III project, NEDSSS articulated its strategies based on the final evaluation of the second phase of the same project. The third phase of this project has ended in September 2012 and a new phase was started in October 2012. They continue to work on the capacity building needs that were identified for all the dioceses: common training for all DSSS (on e.g. system and policy development), customised trainings for individual dioceses (on e.g. team

building) and trainings based on the needs of sub-regions (based on location, issues or language). One of the other large projects that NEDSSS is working on is the Peace Initiative project. Based on the successes and learning of their past project "Research Study on Traditional Conflict Management Practices of three tribes of the North East", NEDSSS with its partner organisations has proposed the project "Peace Initiative in North East India." This project builds upon the first project and is reaching out to new areas and people. The main strategies of this project are: increase resilience of communities through greater understanding and interaction of co-inhabiting tribes and strengthened knowledge of rights and entitlements; sensitization, capacity and skill building to let communities develop and engage in peace building process and partners and other peace enablers like peace activist, professionals and media will improve their emergency understanding, skills and practices.

NEDSSS is now framing its strategies to tap into the Government and corporate sector resources and towards sustainability. The Revised Strategic Plan Document of 2009 has not been revised since 2009.

Score baseline: 3.0

Score endline: 3.0 (no change)

Level of translation of strategy into operations

1.6.Daily operations: 'Day-to-day operations are in line with strategic plans'

This is about the extent to which day-to-day operations are aligned with strategic plans.

The day to day operations continue to be in line with strategic plans. There is proper delegation of responsibilities to the concerned staff and they are exactly aware of their roles. The activities are planned on a yearly, half yearly, quarterly and monthly basis, based on project plans and their budget allocations. Regarding the strategic plan of the organization (last reviewed in 2009) this has to be revised as early as possible so that the organization can go along with the changing trends and needs of the regions.

Score baseline: 4.0

Score endline: 4.0 (no change)

Level of Staff Capacity and Motivation

1.7.Staff skills: 'Staff have necessary skills to do their work'

This is about whether staff have the skills necessary to do their work and what skills they might they need.

There has been a slight improvement in this indicator. In general, staff have the necessary skills to do their work. Some of the gaps that were identified in the baseline evaluation have been addressed. The leader has ample pastoral, administrative and teaching experience and has been working in the development sector for more than 14 years. Staff has received training on gender policy development from 27th to 29th of May 2014 and personality development from 19th to 21st of August 2013. Staff training on financial management was organised on different intervals before and after the baseline in May 2013. Staff that is hired is qualified and experienced in the social sector. While during the baseline there was a lack of institutionalised sharing of learning from trainings, staff now share what they have learned after attending a training session, during the monthly staff meetings. Staff feel confident and capable to conduct trainings and workshops themselves for the partner organisations. In order to deal with the decreasing funding situation, NEDSSS has trained their staff in writing project proposals, in showcasing their work, preparing legal and financial documents as per the changes in the FCRA rules and streamlining its work in accordance with the demand of CSR rules. If NEDSSS wants to become a resource centre that develops modules and conducts pilot projects that can be replicated by partners, staff need to improve their skills on research methodology and technical skills of data collection, analysis and building research questionnaires.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

1.8.Training opportunities: 'Appropriate training opportunities are offered to staff'

This is about whether staff at the SPO are offered appropriate training opportunities

Staff at NEDSSS continue to receive quite a lot of opportunities for training both on programme content (such as peace building) as well as organisational development skills (like strategy development). The following trainings, workshops and exposure visits were conducted since the baseline in 2013:

- Exposure visits for Health Coordinators to Vellore CHAD from 1st- 8th February 2013;
- Personality development workshop was organized for staff members from 19th to 21st of August 2013;
- Training on gender policy development from 27th to 29th of May 2014;
- NEDSSS's Capacity Building Team leader was sent to Hyderabad for almost a month long training on 'Community Driven Development' from 7th-31st January 2013.
- The Chief Coordinator was sent for training on the 'Community College' Concept, from 11 to 16 of June 2013 and to a training on 'Research Methodology' conducted by NERD from 9th-15th March 2013
- Project based training on Documentation Skills was offered to staff supported by Indo-Global Social Service Society (IGSSS) from 27th to 28th February 2014.

It is unclear whether issues in selecting the right candidates for training were solved. During the baseline often staff members that were well versed in English or Hindi were sent for the training. As a result, sometimes the eligible participants (for whom the training is meant) could not attend the training.

Score baseline: 3.5

Score endline: 3.5 (no change)

1.9.1.Incentives: 'Appropriate incentives are in place to sustain staff motivation'

This is about what makes people want to work here. Incentives could be financial, freedom at work, training opportunities, etc.

During the baseline in May 2013 there already was a variety of benefits mentioned in the human resource policy manual. The Staff Welfare fund has increased in July 2014; staff is now contributing 540 INR a month (first 200 INR) and the organisation contributes 540 INR (200 INR before). Health insurance for staff has been introduced in 2013. The salary is rather decent and staff are now rewarded for their extra hours and input when they provide extra services to partners or other organisations. Incentives in terms of skill building of the staff through training programs and exposure visits are in place to keep the staff motivated. Having worked at NEDSSS, staff are valued better when they apply for a job elsewhere. Staff that stay with the organisation do so because their work is related to their qualification in social work and this gives them job satisfaction.

Score baseline: 3.0

Score endline: 3.25 (very slight improvement)

Level of Financial Resource Security

1.9.2.Funding sources: 'Funding from multiple sources covering different time periods'

This is about how diversified the SPOs funding sources are over time, and how the level of funding is changing over time.

Changes in the donor environment have triggered the organisation to explore new funding sources. Cordaid was funding NEDSSS up to 31st of May 2014. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary. Towards that end, NEDSSS has focused on streamlining its work, improving its legal and financial documentation and capabilities of their staff. NEDSSS has started to strengthen the capacity of their partner organisation

in mobilising funds from government departments, semi-government departments and the corporate sector (through CSR). NEDSSS does the dissemination of Caritas India's policy on Local Fund Mobilisation to its partners to implement the institutional Local Resource Mobilisation policy for all partner organisations.

Currently NEDSSS receives funding for different projects from the following funders:

• Caritas India is funding a project that supports 5 of NEDSSS's partner organisation to tap government resources.
• Shelter Project for Rickshaw Pullers is funded by IGSSS;
• Professionalising Actors of Church Ministry is funded by Missio München;
• Facilitating Regional Exercise towards an Effective Church in North East India is funded by Missio Aachen;
• The Income Generation Programme on financial empowerment of 80 families below poverty line is funded by Raskob Foundation;
• Community Health in Assam and Rural Meghalaya (CHARM) programme is funded by the World Bank;
• KINDERMISSIONSWERK funds NEDSSS's work on education; the "Bridge school project for tribal children in Kamrarup District."
• Nursery Teacher Training for pre-primary and primary school teachers is funded by Advance Information in Early Childhood Care & Education, New Delhi;
• St. Peter Claver Foundation, MISEREOR, UNICEF, Dreikönigsaktion, Manos Unidas Spain are also funding NEDSSS's work.
• World Bank: NEDSSS is the Awardee of "World Bank India Development Market Grand Award 2014"
• Caritas Denmark funds " Capacity building, coordination and advocacy for Civil Society Organizations in NE India".

In total NEDSSS is funded by 15 funders compared to 8 during the baseline in May 2013. 12 new projects are in the pipeline after the Director travelled to Europe at the end of 2014.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

1.9.3. Funding procedures: 'Clear procedures for exploring new funding opportunities'

This is about whether there are clear procedures for getting new funding and staff are aware of these procedures.

The organisation still has no clear procedure for exploring new funding opportunities. However, individual staff makes use of their knowledge and have their own methods and procedures for funding. During the baseline there were discussions about hiring a dedicated staff member who would explore opportunities and write proposals. This person is now hired and dedicates most of his time to project proposal writing. NEDSSS similar to other organisations has to work towards bidding for new projects. Shrinking of foreign funding has led to increased competition with other organisations working in the same field. NEDSSS has trained their staff in writing project proposals, in showcasing their work, preparing legal and financial documents as per the changes in the FCRA rules and streamlining its work in accordance with the demand of CSR requirements. NEDSSS has initiated dialogues with departments and organizations such as IFAD, UNDP, UNICEF, NABARD, IIE, State Institute of Rural Development of Assam (SIRD) and other international donors.

Score baseline: 2.5

Score endline: 3.0 (slight improvement)

Summary of capability to act and commit

The current leader has now been leading the organization for four years and as the years passed the staff has become more free to express their opinions. He also has concern for NEDSSS's partners and his wider vision ensures that partners are made aware of changes in the external environment, e.g.

with regard to changes in the law. The present Governing Body members have many years of experience in the field of development and their interaction with the leader keeps him up to date and creative. The leader has streamlined operations of the organisation by putting systems in place to streamline the work of NEDSSS so that it is governed professionally. With the introduction of positions like chief programme coordinator, second line leadership will be developed. The leader provides strategic guidance to both NEDSSS staff as well as its 15 partner organisations. There is an increased focus on developing the capacities of the partner organisations by organising workshops on legal and financial documentation. The leader has ample pastoral, administrative and teaching experience and has been working in the development sector for more than 14 years. The Governing Board provides guidance to the director through increased meetings of which proper minutes are taken. Staff are actively involved in the planning process and leadership is receiving positive responses on his functioning from the partner organisations. NEDSSS has less permanent staff as they work with interns and project related staff. After the baseline in May 2013 no staff has left the organisation. Staff has stayed have access to an increased Staff Welfare fund, health insurance and a rather decent salary. NEDSSS continues to base its strategies on its M&E findings (in case of the Capacity Building Project) and good situational analysis and learnings from previous experience (in case of the Peace Initiative project). The Revised Strategy Document from 2009 has, has to be revised as early as possible so that the organisation can go along with the changing trend and needs of the regions. The day to day operations continue to be in line with strategic plans. The organisation still has a well-defined and documented organogram in the HR policy that all staff members are aware of. In general, staff have the necessary skills to do their work. Staff has been trained in financial management (on different intervals both before and after May 2013), gender policy development (May 2014), and personality development (August 2013). Staff now share what they have learned after attending a training session, during the monthly staff meetings. If NEDSSS wants to become a resource centre that develops modules and conducts pilot projects that can be replicated by partners, staff needs to improve their skills on research methodology. Staff at NEDSSS continue to receive quite a lot of opportunities for training both on programme content as well as organisational development skills. It is unclear whether issues in selecting the right candidates for training were solved. During the baseline often staff members that were well versed in English or Hindi were sent for the training. As a result, sometimes the eligible participants would not attend the training. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary. NEDSSS has started to strengthen the capacity of their partner organisation in mobilising funds from government departments, semi-government departments and the corporate sector (through CSR). In total NEDSSS is funded by 13 funders compared to 8 during the baseline in May 2013. The organisation still has no clear procedures for exploring new funding opportunities. However, a dedicated staff member was hired to write project proposals and there is an improved capacity of other staff to showcase their work, prepare financial and legal documents needed for getting new funding and streamline their work for CSR rules. NEDSSS has initiated dialogues with various departments and organisations who can potentially fund them.

Score baseline: 3.0

Score endline: 3.3 (very slight improvement)

Capability to adapt and self-renew

Level of effective application of M&E

2.1.M&E application: 'M&E is effectively applied to assess activities, outputs and outcomes'

This is about what the monitoring and evaluation of the SPO looks at, what type of information they get at and at what level (individual, project, organisational).

NEDSSS still has PME guidelines and staff have basic PME skills and have been trained in this. At the project and activity level, information is systematically gathered and processed by staff and used to improve activities. Monitoring is mostly project based and more can be done to systematically gather information regarding the long term impacts of projects in order to fine-tune strategies for programmes in the future for the organisation as a whole. There is still a difference in how M&E is applied in different projects, which relates to different donor guidelines for M&E. Cordaid's

reimbursements are linked to periodic submissions of the narrative and financial reports. For the Peace Initiatives in North East India project, which is funded by Cordaid, NEDSSS has had to develop a detailed M&E plan to assess activities, outputs and outcomes. In the M&E plan it is said that the proposed monitoring system will ensure: a) timely implementation of activities with appropriate technical and program management inputs; b) identification and addressing of any grassroots level implementation challenges; c) regular monitoring of program indicators; and d) learning exchange and appropriate documentation of project processes and learning. The following mechanisms are built into the project to promote learning:

• Quarterly meetings of a peace team of partner staff: to plan and better implement activities, half yearly meetings will be held among all partner peace teams at NEDSSS where the NEDSSS Coordinator will be present to review project progress and plan for the next half year based on progress toward targets.
• Quarterly meetings of CBOs at the state level will be organized in each project area for project monitoring information to be shared with project stakeholders for increased information dissemination and transparency.
• Partner level monitoring: The responsibility for day-to-day monitoring of the programme activities and outputs rests primarily with partner staff. They share their progress reports on a monthly basis with NEDSSS who will prepare the reports focussed on the outcome level indicators to send to the donor.
• Monitoring is done continuously to ensure quality results in all the peace activities through the tools already developed and evaluation is carried out at the end of every activity, one to one interactions and focus group discussions to check how much has been taken in, to enhance and improve further.

As NEDSSS is dependent on its partners for the successful application of M&E, they have given trainings to their partner organisations in documentation for timely and good submission of quarterly reports, financial report and receipts of their expenditures, which are used in the M&E of NEDSSS. Partners are now closely monitored and funds are only released to them when reports have been submitted. Reporting formats have been developed based on RBM (Results Based Management) in which timely performance and efficient fund utilisation are emphasised. There have been many external evaluations and the recommendations have been incorporated into the governance and policy framework of the organisation and these are taken into account in the project implementation. NEDSSS finances are inspected by auditing firms. Different donor demands in terms of monitoring and evaluation makes it difficult for the organisation to have one overall monitoring and evaluation system.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

2.2.M&E competencies: 'Individual competencies for performing M&E functions are in place'

This is about whether the SPO has a trained M&E person; whether other staff have basic understanding of M&E; and whether they know what information to collect, how to process the information, how to make use of the information so as to improve activities etc.

The staff continues to have basic skills in PME and has been trained on this. However, competence for conducting M&E efficiently remains to only lie with a few people. As NEDSSS is dependent on its partners for the successful application of M&E, they have given trainings to their partner organisations in documentation for timely and good submission reports. NEDSSS in the process of developing the M&E competencies of their partners, but often have to change the format of documentation because of donor demands, this causes frequent trainings and problems in following a uniform pattern of documentation for partners. The responsibility for day-to-day monitoring of the programme at the beneficiary level rests primarily with partner staff. They share their progress reports with NEDSSS who prepares the reports to send to the donor. There is still no mention of having one person specifically responsible for monitoring and evaluation, since this is mainly project based.

Score baseline: 3.0

Score endline: 3.0 (no change)

Level of strategic use of M&E

2.3.M&E for future strategies: 'M&E is effectively applied to assess the effects of delivered products and services (outcomes) for future strategies'

This is about what type of information is used by the SPO to make decisions; whether the information comes from the monitoring and evaluation; and whether M&E info influences strategic planning.

There has been no change in this indicator. At the level of projects, M&E information is still used to improve and fine-tune project interventions. Monitoring is mostly project based and there is a monthly, quarterly and half yearly review to assess the progress of the project. As an example for the peace project, NEDSSS holds meetings with the partners where they were required to present as well as review project progress and plan for the next half year based on the achievement of targets. Thus data that is collected is reviewed and analysed by partners to allow for project coordinators to make mid-course correction, if and when required. NEDSSS also continues to use information obtained from external evaluations for making strategic decisions.

Score baseline: 2.5

Score endline: 2.5 (no change)

Level of openness to strategic learning

2.4.Critical reflection: 'Management stimulates frequent critical reflection meetings that also deal with learning from mistakes'

This is about whether staff talk formally about what is happening in their programs; and, if so, how regular these meetings are; and whether staff are comfortable raising issues that are problematic.

The staff meet every month to discuss the project progress, challenges and issues. Project Review meetings continue to be held quarterly and half yearly in case of some projects. Often the staff faces implementation issues which require a timely solution as directions have to be given to their implementation partners in the field. While during the baseline in May 2013, staff was uncomfortable in raising problematic issues with the leadership, staff has now become more self-confident and articulate and are given the space to share and discuss their concerns with the director and their colleagues.

Score baseline: 2.0

Score endline: 2.5 (slight improvement)

2.5. Freedom for ideas: 'Staff feel free to come up with ideas for implementation of objectives

This is about whether staff feel that ideas they bring for implementation of the program are welcomed and used.

Most junior staff still do not feel comfortable to come up with ideas for the implementation of objectives. This is related to the way the church is structured, but this is changing. The evaluation team noticed that the endline workshop was carried out in a democratic and participatory way. The director gave space to the staff to present their views.

Score baseline: 2.0

Score endline: 2.5 (slight improvement)

Level of context awareness

2.6.System for tracking environment: 'The organisation has a system for being in touch with general trends and developments in its operating environment'

This is about whether the SPO knows what is happening in its environment and whether it will affect the organization.

Even though there is still no formal system to track developments, the organisation continues to be well-informed of general trends and developments at local, regional, national and international level through its extensive network of church based organisations. NEDSSS, being a coordinating body and resource for 15 partners, has to keep in touch with general trends and developments in its operating environment. Besides this, being in the North Eastern part of India, which is sensitive to ethnic clashes, human rights violation and struggle between the militants and army, NEDSSS leadership has to be aware of the latest developments. Further, being a faith based organisation and receiving foreign funding the organisation it is under the scanner of the Government. This means NEDSSS has to be aware of any changes in laws or requirement of compliances under the FCRA Act.

The director interacts regularly with the governing body members who are very experienced and he participates in network meetings and workshops to keep himself posted about the changes in the development sector. NEDSSS is closely working with the North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. The Inter Agency Group (IAG) allows NEDSSS to get invited and informed about government programmes. NEDSSS has thus strengthened its networks with non-church organisations to discuss changing trends in its operating environment.

Score baseline: 4.0

Score endline: 4.25 (very slight improvement)

2.7.Stakeholder responsiveness: 'The organisation is open and responsive to their stakeholders and the general public'

This is about what mechanisms the SPO has to get input from its stakeholders, and what they do with that input.

The organisation continues to be open and responsive to its stakeholders. Since NEDSSS works on issues like peace as in the North East region it cannot work in isolation. All the partners come together for meetings for discussions, preparation of plans and setting of priorities in the quarterly and yearly meetings. NEDSSS gives scope to express their stakeholders concerns in the General Body Meetings. The NEDSSS staff also still visits the beneficiaries to understand whether the programme benefits are being transferred to them. While during the baseline engagement with other non-church stakeholders like other civil society and government was lacking, NEDSSS interacts now not just with religious heads but also with leaders of civil society, leaders of NGOs, officials of different government departments, implementing partners, CBOs, institutes – educational, research and scholars with an aim to address the issues in the target area effectively, to avoid duplication of work and create understanding among them.

Score baseline: 3.5

Score endline: 4.0 (slight improvement)

Summary of capability to adapt and self-renew

NEDSSS still has PME guidelines and staff have basic PME skills and have been trained in this, although there is no dedicated person in place for monitoring and evaluation. At the level of projects, M&E information is still used to improve and fine-tune project interventions. There is still a difference in how M&E is applied in different projects, which relates to different donor guidelines for M&E. In the Cordaid funded Peace Initiatives in North East India project, there is an elaborate and detailed M&E plan in place which looks at activities, outputs and outcomes and also has mechanisms in place to promote learning. As NEDSSS is dependent on its partners for the successful application of M&E, they have given trainings to their partner organisations in documentation for timely and good submission of reports. Reporting formats have been developed based on Results Based Management. There have been many external evaluations and the recommendations are used for project implementation and making strategic decisions. Most of the monitoring is done by partner organisations who are trained to deliver timely reports. Frequent changes in the formats for documentation because of donor demands, cause problems for partners in following a uniform pattern of documentation. Having different donor requirements in terms of monitoring and evaluation makes it difficult for the organisation to have an

overall and comprehensive monitoring and evaluation system. The staff meet every month to discuss the project progress, challenges and issues. The staff has become more self-confident and articulate since baseline in May 2013 and are given the space to share and discuss their concerns with the director and their colleagues. Most junior staff still do not feel comfortable to come up with ideas for the implementation of objectives. During the endline workshop the director gave space to the staff to present their views. Even though there is still no formal system to track developments, the organisation continues to be well-informed of general trends and developments at local, regional, national and international level through its extensive network of church based organisations, but now also through networks linking to research and government organisations. The organisation continues to be open and responsive to its stakeholders. NEDSSS interacts with leaders of civil society, leaders of NGOs, officials of different government departments, implementing partners, CBOs, religious heads, institutes – educational, research and scholars with an aim to address the issues in the target area effectively, to avoid duplication of work and create understanding among them.

Score baseline: 2.9

Score endline: 3.2 (very slight improvement)

Capability to deliver on development objectives

Extent to which organisation delivers on planned products and services

3.1.Clear operational plans: 'Organisation has clear operational plans for carrying out projects which all staff fully understand'

This is about whether each project has an operational work plan and budget, and whether staff use it in their day-to-day operations.

There continue to be clear operational plans for carrying out projects. Regular monthly meetings of the staff are held to discuss the project progress. The operational plans are streamlined through Results Based Monitoring and monitoring tools with an emphasis on timely delivery. Since NEDSSS is still implementing projects through its partners and in these projects the operational plans are made in consultation with the partners. Now NEDSSS is in the process of starting to implement projects themselves to get more visibility through using innovative models. One example is the CHARM project supported by the World Bank in which the combination of mother, child and community health has been identified as a model that can be scaled up. Another example is the Rickshaw project funded by IGSSS. In these projects NEDSSS does not involve their partners in the planning process, as NEDSSS is the implementer.

Score baseline: 4.0

Score endline: 4.0 (no change)

3.2.Cost-effective resource use: 'Operations are based on cost-effective use of its resources'

This is about whether the SPO has the resources to do the work, and whether resources are used cost-effectively.

Since NEDSSS has to follow a proper procedure of documentation to be submitted to the donor, resource use has to be done judiciously. The funds utilised are already pre-determined as per the contract. Trainings on how to use funds and how to document , results and expenditures are given to their 15 partner organisations. The details of the expenditure are scrutinized by an auditor. All expenses including travel expenditure will be reported according to actual expenses, expenditure on travel is kept as low as possible. The organization makes use of human resources and material resources diligently in implementation and in planning so that no resources are wasted. Multi-tasking is appreciated and encouraged. With easier monitoring formats, expenses could be reduced. Staff members still have desk tops, laptops, internet access at their disposal to do their work.

Score baseline: 4.0

Score endline: 4.0 (no change)

3.3.Delivering planned outputs: 'Extent to which planned outputs are delivered'

This is about whether the SPO is able to carry out the operational plans.

There has been no change in this indicator. A large percentage (around 80%) of planned outputs are still delivered as planned. There are several hurdles that prevent timely delivery of outputs. These include natural calamities that bring in gaps in communications, strikes and protests due to the volatile situation in State, distant projects locations which limit the number of interactions with their implementing partners, etc. For instance, there was a flood in Assam in July 2014 and the Bodo tribe dominated the district which spurted violence in September 2013. There have also been instances of curfew and bandhs (general strike) called by different groups in Assam every year. One or more of these reasons may mean that activities have to be rescheduled resulting in a delay of outputs.

Score baseline: 3.5

Score endline: 3.5 (no change)

Extent to which delivered products and services are relevant for target population in terms of the effect they have

3.4.Mechanisms for beneficiary needs: 'The organisation has mechanisms in place to verify that services meet beneficiary needs'

This is about how the SPO knows that their services are meeting beneficiary needs

NEDSSS still works mostly through its 15 partner organisations, who in turn work with the beneficiaries. For its partners, NEDSSS conducts meetings for situational analysis, capacity building need assessment and training needs assessment to make sure that the services NEDSSS offers its partners meet their needs. Trainings to partners are evaluated for the same reason. Over the last years, they have, however, started to implement projects directly and work with beneficiaries like rickshaw pullers, agriculture workers and children that have dropped out of school. In these last projects, NEDSSS goes to find out first from the target group the reasons behind their inability to access certain resources, in this way removing misconceptions about the group. For the rickshaw pullers, it was found out that it was not the lack of knowledge but there was a lack of advocacy and lobbying for them and thus a need to get attention from the government. Efforts were then made to bridge the gap, directly responding to meeting beneficiary needs.

Score baseline: 4.0

Score endline: 4.25 (very slight improvement)

Level of work efficiency

3.5.Monitoring efficiency: 'The organisation monitors its efficiency by linking outputs and related inputs (input-output ratio's)'

This is about how the SPO knows they are efficient or not in their work.

There is still no tool developed to measure input-output ratios . Staff feels that their work is related to human behaviour and social transformation and thus concerns a qualitative change which is hard to measure in terms of input-output ratios. Also, since NEDSSS's work still involves more of coordination and less of implementation, it becomes difficult to judge efficiency based on the progress of project related work. A lot is dependent on the Dioceses. High staff turnover at Dioceses level creates problems as trainings have to be repeated and a lot of time and financial resources get wasted in the process.

Score baseline: 2.0

Score endline: 2.0 (no change)

3.6.Balancing quality-efficiency: 'The organisation aims at balancing efficiency requirements with the quality of its work'

This is about how the SPO ensures quality work with the resources available

The organisation still constantly motivates its staff to multitask to ensure efficient utilisation of the staff's capabilities and of resources. The organisation continues to provide training opportunities to its staff to ensure improvement in the quality of outputs they produce. The partners also have to report regularly as per the formats provided to them. During the baseline in May 2013 budget linked activity reporting was absent. Since then, NEDSSS has worked towards increasing their quality and efficiency by streamlining their work, putting in place the legal documentation as per the FCRA and Indian Tax Laws. Financial auditing is also being done by an expert in the field. Following the requirements of the donor, expenditures are done as per the allocated funds. Now the capacities of the partners are increased through trainings in financial and legal documentation and monitoring of their programmes in the field which enables them to link budget to the reported activities. The accounting department tallies the report with the expenditure reports and unit cost and frequency are checked by the finance department. Financial procedures are communicated to the partners.

Score baseline: 3.0

Score endline: 3.25 (very slight improvement)

Summary of capability to deliver on development objectives

There continue to be clear operational plans for carrying out projects. Regular monthly meetings of the staff are held to discuss the project progress. In the projects were NEDSSS works through its partners the planning process is done in consultation with them. In two projects where NEDSSS is the implementing organisation the planning process is done independently. NEDSSS continues to make cost-effective use of its resources. Utilisation of funds are in line with the contract with the donor and expenses are kept low by multi-tasking and keeping travel costs low. A large percentage (around 80%) of planned outputs are still delivered as planned. There are several factors that prevent timely delivery of outputs, including natural disasters, protests and staff turnover. For instance, in September 2013 there were spurts of violence in the Bodo dominated districts and there was a flood in Assam in July 2014. NEDSSS still works mostly through its 15 partner organisations, who in turn work with the beneficiaries. For its partners, NEDSSS conducts meetings to make sure that the services NEDSSS offers its partners meet their needs. Over the last years, the organisation started implementing projects and working directly with beneficiaries. NEDSSS bases these projects on a needs assessment among the target group. Monitoring efficiency through relating inputs to outputs is not done, but NEDSSS balances quality with efficiency by efficient utilisation of the staff's capabilities and of resources through multi-tasking and at the same time enhancing staff's quality of work through trainings. Since the baseline, NEDSSS has worked towards increasing their quality and efficiency by streamlining their work, putting in place the legal documentation as per the FCRA and Indian Tax Laws.

Score baseline: 3.4

Score endline: 3.5 (no change)

Capability to relate

Level of involving external parties in internal policy/strategy development

4.1.Stakeholder engagement in policies and strategies: 'The organisation maintains relations/ collaboration/alliances with its stakeholders for the benefit of the organisation'

This is about whether the SPO engages external groups in developing their policies and strategies, and how.

The organisation continues to have systematic engagement with its stakeholders. Their partner organisations actively participate to express their views, suggesting the required changes, highlighting their issues, reviews and feedback with regard to the projects in the General Body

Meetings. When policies are framed and strategies undertaken a common understanding is created avoiding conflict and disagreements. Through workshops, seminars, consultation and one-to-one meetings with NGOs and government departments, NEDSSS gets input from stakeholders for its policies and strategies. While during the baseline, engagement with other non-church stakeholders was lacking, now there is interaction with not only religious heads, but also leaders of civil society and NGOs, officials of different government departments and CBOs.

Score baseline: 4.0

Score endline: 4.25 (very slight improvement)

Level of engagement of organisation in networks, alliances and collaborative efforts

4.2. Engagement in networks: 'Extent to which the organization has relationships with existing networks/alliances/partnerships'

This is about what networks/alliances/partnerships the SPO engages with and why; with they are local or international; and what they do together, and how do they do it.

NEDSSS implements most of its projects by working with its 15 network partners. Apart from their immediate partners, they engage with various Faith Based Organisations and CBOs (SHGs, Farmers groups and Cooperatives) working in North East. In the peace project they also work with ethnic and religious groups, government departments, law enforcing agencies, youth clubs, students bodies, media and academic institutions. In order to increase its visibility, NEDSSS is also working with networks such as the North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. NEDSSS interacted with North East women network for its gender programme and with SarvaShikshaAbhiyan for the programme on Human Rights Education. As far as funding is concerned networking with funding agencies has also increased. For instance, NEDSSS is working with World Bank, Missio Aachen, Missio Munchen, Kindermission, Raskob foundation and St. Peter Claver. NEDSSS takes up combined trainings, workshops, seminars, campaigns, joint publications and peace missions with its network. They also share their available resources (e.g. their publications) with partners and likeminded organisations. As advocacy and lobbying plays a greater role in various projects there is a slight improvement in NEDSSS's approach and relationship with the government. Consultations, trainings and meetings have been held with various government departments like the State Institute of Rural Development (SIRD), Government Medical College (GMC), NABARD, the Social Welfare Department, Krishi Vigyan Kendra (KVK, the Farm Science Centre which is a district level organisation of the Indian Council of Agricultural Research (ICAR)), National Institute of Rural Development (NIRD) and the Indian Institute of Entrepreneurship (IIE). For example on 24 October 2013, NEDSSS staff participated in a training on Entrepreneurship conducted by IIE.

Score baseline: 3.5

Score endline: 4.0 (slight improvement)

Extent to which organisation is actively engaging with target groups

4.3. Engagement with target groups: 'The organisation performs frequent visits to their target groups/ beneficiaries in their living environment'

This is about how and when the SPO meets with target groups.

NEDSSS has two kinds of target groups. In the projects in which they work through their 15 partner organisations, their partners are their target group. NEDSSS staff visits them to monitor and discuss their work on a regular basis. NEDSSS also engages its partner organisations by letting them actively participate to express their views, suggesting the required changes, highlighting their issues, reviews and feedback with regard to the projects in the General Body Meetings. Besides this, the partners also undergo several trainings at the NEDSSS office. The Development Dynamic Course programme has been started by NEDSSS in 2014, to train partner organisations to become effective facilitators in development initiatives. Under the Peace Initiatives in North East India (June 2012-May 2014), partners are trained on issues of peace building, conflict resolution skills, human rights, child psychology, peer mediation, documentation, personal and leadership development; workshops and

seminars on peace and related issues; street plays, consultation and lobbying; media outreach and research. NEDSSS has also initiated direct implementation of projects. Therefore, their second target group are the direct beneficiaries of these project. As these projects are still in the beginning phase, staff have visited their target groups to do a situational analysis so that appropriate strategies could be formulated to solve their issues.

Score baseline: 3.0

Score endline: 3.0 (no change)

Level of effective relationships within the organisation

4.4.Relationships within organisation: 'Organisational structure and culture facilitates open internal contacts, communication, and decision-making'

How do staff at the SPO communicate internally? Are people free to talk to whomever they need to talk to? When and at what forum? What are the internal mechanisms for sharing information and building relationships?

NEDSSS continues to have a culture that facilitates open interaction amongst its staff members. The office space is divided into cubicles for all its staff members. There are different cabins, for the Director, the Assistant Director and the accounts staff but they are all on the same floor which facilitates interaction. There are regular staff meetings each month where people communicate and express their ideas. The minutes of meetings of the General and the Governing Bodies are maintained in separate registers. The General and Governing body members are better informed on the changing trend in the field of development sector and the change of the government policies. Minutes of staff meetings were circulated after some of these meetings.

Score baseline: 3.5

Score endline: 3.5 (no change)

Summary of capability to relate

The organisation continues to have systematic engagement with its stakeholders. Their partner organisations actively participate to express their views and suggest required changes. NEDSSS gets input from other stakeholders like religious heads, leaders of civil society and NGOs, officials of different government departments and CBOs through consultation, workshops and one-to-one meetings. Apart from their immediate partners, they engage with various Faith Based Organisations and CBOs (SHGs, Farmers groups and Cooperatives) working in North East. They have started working with networks such as the North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. As advocacy and lobbying plays a greater role in various projects, NEDSSS improved its relation with the government and has had meetings with various government departments like Government Medical College (GMC), NABARD and the Social Welfare Department. NEDSSS has two kinds of target groups: 1) their partner organisations which they visit regularly for monitoring and trainings, and 2) direct beneficiaries in recently started projects in which NEDSSS is the implementing organisations, here they have visited their target groups to do a situational analysis to develop appropriate strategies. NEDSSS continues to have a culture and office space that facilitates open interaction amongst its staff members. There are regular staff meetings each month where people communicate and express their ideas. Minutes of the meetings were circulated after some of these meetings.

Score baseline: 3.5

Score endline: 3.7 (very slight improvement)

Capability to achieve coherence

Existence of mechanisms for coherence

5.1.Revisiting vision, mission: 'Vision, mission and strategies regularly discussed in the organisation'

This is about whether there is a vision, mission and strategies; how often staff discuss/revise vision, mission and strategies; and who is involved in this.

This indicator has not changed since the baseline evaluation. The organisation still has a clear vision and mission statement and staff members are made aware of them during induction programmes. However, vision and mission have remained the same over the years. Strategic plans are revisited every five years. Strategies are discussed amongst (some) diocesan directors, bishops and peace partners. The discussions with staff tend to be limited to projects, not overall strategies and trends.

Score baseline: 2.0

Score endline: 2.0 (no change)

5.2.Operational guidelines: 'Operational guidelines (technical, admin, HRM) are in place and used and supported by the management'

This is about whether there are operational guidelines, which operational guidelines exist; and how they are used.

NEDSSS has introduced the HIV/AIDS Workplace policy, which was developed on 12 July 2013 and approved by the Governing Body on 9th September 2013. This policy had the aim to promote and respect the dignity of individuals irrespective of his/her status of HIV/AIDS and non-acceptance of any kinds of discrimination against PLHIV and those affected by HIV and AIDS. The Policy outlines the procedures for interacting with employees who have medically been diagnosed with HIV or who are suspected of being HIV positive or having developed AIDS and guidelines were provided to the staff on HIV/AIDS workplace policy.

While there has been a gender policy in place since the baseline in May 2013 and achieving gender equity through women empowerment remains a mandate in their programmes, NEDSSS has failed to adopt a similar policy with regard to their internal governance. Leadership positions (President, Vice-President, Director and Secretary, Treasurers) are held by Fathers with overarching authority in comparison to the Sisters.

Score baseline: 2.5

Score endline: 2.75 (very slight improvement)

Level of coherence of various efforts of organisation

5.3.Alignment with vision, mission: 'Projects, strategies and associated operations are in line with the vision and mission of the organisation'

This is about whether the operations and strategies are line with the vision/mission of the SPO.

All projects and strategies remain to be in line with the vision and mission of NEDSSS and the church. It is aimed at strengthening the capacity of church (related) institutions to better address the needs of the population, to improve services for the poor. It also works towards peace and peaceful relations within the community.

Score baseline: 4.0

Score endline: 4.0 (no change)

5.4.Mutually supportive efforts: 'The portfolio of project (activities) provides opportunities for mutually supportive efforts'

This is about whether the efforts in one project complement/support efforts in other projects.

This indicator has not changed since the baseline. NEDSSS projects are still complimentary, and efforts in one project support another project. Not only the activities within a project but the projects that have been taken on by NEDSSS mutually support and complement each other as the broader aim of all the projects and interventions is to strengthen the ability to analyse, plan, strategize, implement

services for communities and for peace of church institutions and linked organisations throughout the region and in different states. Also, the projects and interventions foster engagement and learning between the various stakeholders, though this can be further increased. Based in a conflict region of North East India, NEDSSS work has been planned in a manner whereby impact of one project would be able to influence another. For instance, the peace project requires a long term commitment and a close monitoring of the changes within the community with regard to the mind-set and approach of the community members. To that end, human rights education has been given a focus which would enable children to develop as responsible individuals who despise violence.

Score baseline: 4.0

Score endline: 4.0 (no change)

Summary of capability to achieve coherence

The organisation still has a clear vision and mission statement that has not changed over the years and staff members are made aware of them during induction programmes. NEDSSS has introduced a HIV/AIDS Workplace policy which was approved by the governing board in September 2013. While achieving gender equity through women empowerment remains a mandate in their programmes, NEDSSS has failed to adopt a similar policy with regard to their internal governance. All projects and strategies remain to be in line with the vision and mission of NEDSSS and the church, as they are all aimed at strengthening the capacity of church (related) institutions to better address the needs of the population and to improve services for the poor. NEDSSS projects are still complimentary, and efforts in one project support another project. Based in a conflict region of North East India, NEDSSS work has been planned in a manner whereby impact of one project would be able to influence another.

Score baseline: 3.1

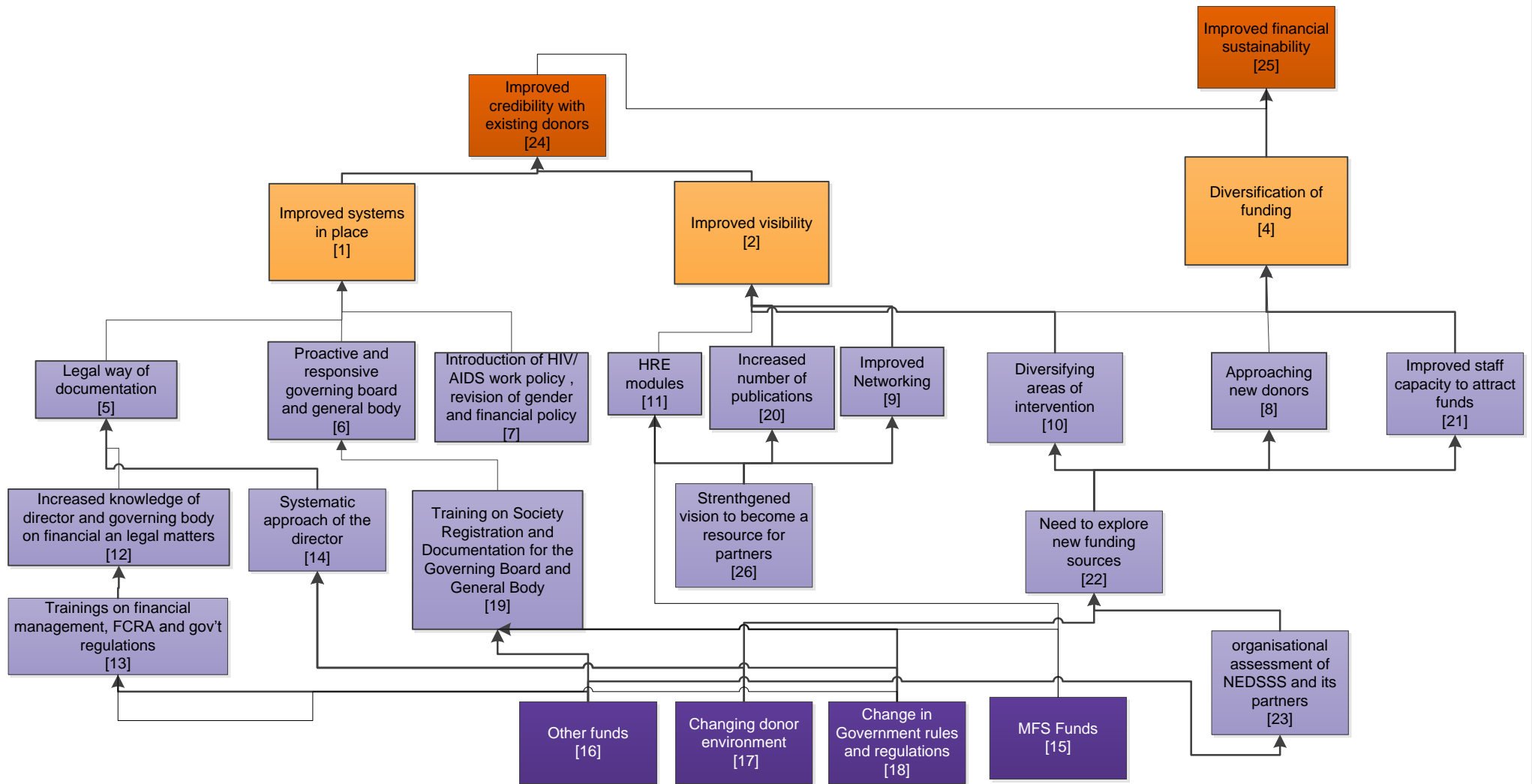Score endline: 3.2 (very minor improvement)

Appendix 4   Results - key changes in organisational capacity - general causal map

Below you will find a description of the general causal map that has been developed for the SPO during the endline workshop. Key changes in organisational capacity since the baseline as identified by the SPO during this endline workshop are described as well as the expected effects and underlying causal factors, actors and events. This is described in both a visual as well as a narrative.

The evaluation team carried out an endline assessment at NEDSSS from 23 to 24 September 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in May 2013 (such as vision, mission, strategies, clients, partnerships). The gap between the baseline and endline was short (one year and four months). Therefore some of the changes that are discussed here started before the baseline and were further strengthened in the post baseline period. This was the basis for discussing changes that had happened to the organisation since the baseline. The three main changes that happened in the organisation since the baseline, as identified by the staff during self-assessments, interviews and during the endline workshop were:

- Improved systems in place [1]
- Increased visibility [2]
- Diversification of funding [4]

The three main organisational capacity changes are described in the light orange boxes and some of their key consequences are noted above these cards in dark orange. Light purple boxes represent factors and aspects that influence the key organisational capacity changes (in light orange). Key underlying factors that have impacted the organisation are listed at the bottom in dark purple. The narrative describes per organisational capacity change, the contributing factors as described from the top down. The numbers in the visual correspond with the numbers in the narrative. Below each of these key changes and how these have come about are described.

Improved financial sustainability [25]

Improved credibility with existing donors [24]

Improved systems in place [1]

Improved visibility [2]

Diversification of funding [4]

Legal way of documentation [5]

Proactive and responsive governing board and general body [6]

Introduction of HIV/AIDS work policy , revision of gender and financial policy [7]

HRE modules [11]

Increased number of publications [20]

Improved Networking [9]

Diversifying areas of intervention [10]

Approaching new donors [8]

Improved staff capacity to attract funds [21]

Increased knowledge of director and governing body on financial an legal matters [12]

Systematic approach of the director [14]

Training on Society Registration and Documentation for the Governing Board and General Body [19]

Strengthened vision to become a resource for partners [26]

Need to explore new funding sources [22]

Trainings on financial management, FCRA and gov't regulations [13]

Other funds [16]

Changing donor environment [17]

Change in Government rules and regulations [18]

MFS Funds [15]

organisational assessment of NEDSSS and its partners [23]

Improved Systems in place [1]

The Director wanted to streamline the processes in the organisation. For this he wanted to ensure that the systems were in place [14]. He was able to convince the Governing body to change the way of working of NEDSSS from being a charity based organisation to a more professionally governed organisation [Source: Interview with the OD consultant]. The grant agreement between Cordaid and NEDSSS for the project "Peace Initiative in North East India" demands submission of narrative and financial report and every 6 months NEDSSS is expected to submit a report with details of expenditure and to verify legal compliances of its 15 partners [Source: Contract 2012.pdf]. Improved systems in place is expected to lead to improved credibility of NEDSSS with its existing donors [24], including MISSIO München, the Professionalising actors of Church Ministry, MISSIO Aachen and the Raskob Foundation. This in turn is expected to lead to improved financial sustainability [25].

NEDSSS improved its systems because they now have a legal way of documentation [5], a proactive and responsive governing board and general body [6], and a HIV/AIDS work policy, revised gender and financial policy [7]. Each of these changes are further discussed below.

Legal way of documentation [5]

There was a continuous improvement in the legal documentation of NEDSSS. This was due to the *increased knowledge of not only the Director of NEDSSS but also that of the members of the governing body* [12] and because of the *systematic approach of the director [14]*. This is further explained below.

- **Knowledge of the director and governing body [12]** increased because of *trainings on financial management, FCRA, and government regulations* [13]. The following trainings [13] were financed through other funds [16] such as Missio München:
    - **Accounting and Tally Management Training Workshop was organised for 3 days on** 29th to 31st August, 2013. There were 21 participants from NEDSSS who were trained in proper method of accounting and documentation. They were also equipped with basic accounting information on Tally [Source: Munchan REPORT-Final.docx]. This training was funded by MISSIO München [16].
    - **Legal Administration and Governance of Organizations/Trusts (FCRA/Income Tax)** seminar was organised and conducted by Charted Accountant from Lancy D'Souza and Company and Director of Mask Organization from 5th to 7th February, 2014. This seminar highlighted the legal implication of FCRA and Income Tax laws on Religious Institutions. There were 76 participants from NEDSSS [Source: Munchan REPORT-Final.docx]. This training was funded by MISSIO München [16].
    - **Leadership and Communication Training** was held from 7th to 14th January, 2014 with 26 participants. The objective of the seminar was to train the participants on improving their leadership qualities and communication [Source: Munchan REPORT-Final.docx]. This training was funded by MISSIO München [16].

These trainings [13] were triggered by the changes in government rules and regulations [18].

- **Systematic approach of the director [14]** to streamline processes led to a legal way of documentation [5] and was triggered by changes in the donor environment [17], with the donors demanding more transparency and accountability from the NGOs and the government rules and regulations with regard to the FCRA [18] [Source: Interview with the OD consultant].

A Proactive and responsive governing board and general body [6]

The minutes of meetings of the General and the Governing Bodies are maintained in separate registers.   The General and Governing body members are better informed on the changing trends in the development sector and the changes in government policies [Source: 5c endline self-assessment sheet_programmestaff_India_NEDSSS 1.docx]. The governing board and general body became more proactive and responsive because of a *training on Society Registration and Documentation for the Governing Board and General Body [19].* On 18-19 October, 2012, NEDSSS conducted a two-day workshop for the director of DSSSs on Society Registration and Documentation by the Director of MASK Organisation, Nagpur. The training was on maintenance of registers of General Body Members, Governing Body Members, assets, minutes of annual general body meetings and governing body

meetings. Emphasis was given to keeping systematic records of the Minutes of the General Body and Governing Body meetings and the Amendments of Memorandum of the Organization. In these workshop clarifications of Foreign Contribution Regulation Act 2010 were also made [Source: Annual report 2013.pdf]. This workshop was also triggered by changes in government regulations [18] with regard to the FCRA and was co-funded by MFS II (Cordaid) [15] and non-MFS II (MISEREOR) funds [16].

Introduction of HIV/AIDS work policy, revision of gender and financial policy [7]
In 2013, NEDSSS introduced the HIV/AIDS Workplace policy with an aim to promote and respect the dignity of individuals irrespective of his/her status of HIV/AIDS and non-acceptance of any kinds of discrimination against PLHIV[10] and those affected by HIV and AIDS. The Policy outlines the procedures for interacting with employees who have medically been diagnosed with HIV or who are suspected of being HIV positive or having developed AIDS [Source: NEDSSS HIV AIDS Workplace policy]. This policy was developed to internally mainstream acceptance of HIV/AIDS in the organization. NEDSSS has revised and modified Gender and Finance policies [Source: 5c endline self-assessment sheet_programmestaff_India_NEDSSS 1.docx].

Increased visibility [2]
During the endline workshop the staff of NEDSSS stated that they wanted to strengthen their vision of becoming a resource for their partner organisations [26]. This means for them that they would like their partners to be able to turn to them for any information or training they need on a particular topic or even turn to them for implementation of projects or resource mobilisation. NEDSSS wants to be looked upon as a role model and also implement innovative pilot projects so that their partners can replicate them in their respective areas. Thus in order to follow through with this vision, it was important to showcase their work and be well connected. This was possible if they increased their visibility [2]. This increased visibility is expected to lead to increased credibility with existing donors [24] like Missio München, Missio Aachen, Raksob Foundation and Professionalising Actors of Church Ministry and has led to NEDSSS receiving the World Bank India Development Market Grand Award 2014. This increased credibility is in turn expected to lead to improved financial sustainability of the organisation [25].

In moving closer to that, NEDSSS has already started working towards increasing their number of publications [20]. NEDSSS, furthermore increased its visibility through their HRE modules [11], and through improved networking [9].

- *HRE Modules* [11].
  For instance, NEDSSS introduced Human Rights Education (HRE) in 200 schools and trained 199 teachers on the values of human rights. NEDSSS also published HRE Modules—I and II for class IV and VII and Module III for class VIII, which were published in June 2013 [Source: Project Proposal - extension contract in 2013.docx]. These modules were developed under the MFS II, Cordaid funded project [15]: Human Rights Education in North Eastern States from 1st January 2013 to 31st December 2013. The development of these modules were also triggered by NEDSSS's strengthened vision to become a resource for its partners [26].
- *Increased number of publications [20].*
  Staff of NEDSSS has been actively involved in the publication since the baseline in May 2013: Human Rights Education Book III, released on 16th May 2013; Portraits of Change, published in January 2014 edited and compiled by the M&E officer of NEDSSS; Herbal Medicine Family Health Kit-2013, published in February 2014 written by a member of the MASK organisation and team; Human Rights Manual (an understanding and guide to teachers), released on 22nd November 2014 by the Chief Coordinator NEDSSS; The Silver Milestones (History of NEDSSS), released on 22nd November 2014, compiled by the Project Manager Capacity Building at NEDSSS; The March of Seven Sisters of North East (Jubilee Brochure edited by Sr. Prema .SCS on Nov.22nd, 2014). The increased number of publication was triggered by NEDSSS's strengthened vision to become a resource for its partners [26].

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[10] PLHIV stands for "People Living with HIV". This abbreviation is used throughout the text.

- *Improved Networking[9].*

  Apart from publications, NEDSSS has formed networks with a wide range of organisations such as: as NABARD, IIE (Indian Institute of Entrepreneurship), KVK (KrishiVigyan Kendra), NIRD (National Institute of Rural Development), and SIRD (State Institute of Rural Development).These networks were formed before May 2013 and in the last year (2014) these networks have improved because they are working more closely together. On 24 October 2013, NEDSSS staff and staff of Tezpur, AIDA had participated the training on Entrepreneurship conducted by IIE. NEDSSS has also held consultations, meetings and trainings with and by government departments, like NABARD and the Social Welfare department [Source: 5c endline self-assessment sheet_programme_staff_India_NEDSSS 1.docx]. In order to increase its visibility, NEDSSS is also working with networks such as North East Social Research Centre (NESRC), Tata Institute of Social Sciences (TISS) and other regional networks. NEDSSS interacted with North East women network for its gender programme and with SarvaShikshaAbhiyan for Human Rights Education [Source: 5c endline self-assessment sheet_management_India_NEDSSS 25.doc]. The improved networking was triggered by NEDSSS's strengthened vision to become a resource for its partners [26].

Diversification of funding [4]

Over the last two years NEDSSS is trying to be self-reliant and diversify its funding sources given the changing donor environment in the country [17] and the change in government rules and regulations [18] concerning foreign funding. These two developments led to the need to explore new funding sources [22]. There have been efforts taken to widen the horizon of interventions in order to access government resources and CSR funding. The management feels that the staff capacities have also been increased for drawing funding opportunities such as the World Bank Grant Fund Award for the institution in India Market Development Place for replicating NEDSSS's health interventions [Source: http://blogs.worldbank.org/dmblog/2014-india-dm-finalist-story-NEDSSS-helping-people-become-agents-change].

Currently NEDSSS receives funding for different projects from the following diversified set of funders [4]:
- Caritas India is funding a project that supports 5 of NEDSSS's partner organisation to tap government resources.
- Shelter Project for Rickshaw Pullers is funded by IGSSS;
- Professionalising Actors of Church Ministry is funded by Missio München;
- Facilitating Regional Exercise towards an Effective Church in North East India is funded by Missio Aachen;
- The Income Generation Programme on financial empowerment of 80 families below poverty line is funded by Raskob Foundation;
- Community Health in Assam and Rural Meghalaya (CHARM) programme is funded by the World Bank;
- KINDERMISSIONWERK funds NEDSSS's work on education;
- Nursery Teacher Training for pre-primary and primary school teachers is funded by Advance Information in Early Childhood Care & Education, New Delhi;
- St. Peter Claver Foundation, MISEREOR, UNICEF, Dreikönigsaktion, Manos Unidas Spain are also funding NEDSSS's work.
- World Bank: NEDSSS is the Awardee of "World Bank India Development Market Grand Award 2014"
- Caritas Denmark funds " Capacity building, coordination and advocacy for Civil Society Organizations in NE India".

In total NEDSSS is now funded by 15 funders compared to 8 during the baseline.
NEDSSS has diversified its funding [4] because they are approaching new donors [8], diversifying their of areas of intervention [10] and because staff have improved their capacity to attract funds [21]. These changes are further explained below

- *Approaching new donors [8]*

  NEDSSS has been supported by Caritas India for a period of time and many of the projects are funded by CORDAID and MISEREOR till date. With their active support the organization has grown and improved in their implementation of the development programmes. Within the last years NEDSSS has approached new donors to fund new projects such as the World Bank (CHARM

Project Health, June 2014-May 2016), MISSIO Aachen, MISSIO Munchen (June 2013-May 2014) and Kindermission Germany (since 2012) and Raskob Foundation USA (since 2013) [Source: 5c endline self-assessment sheet_programmestaff_India_NEDSSS 1.docx; endline workshop minutes]. Since May 2013, NEDSSS is also working with organisations such as NACO (National AIDS Control Organisation); IIE (Indian Institute of Entrepreneurship; Indian Council for Agricultural Research (ICAR); Department of Social Welfare, Guwahati to identify opportunities for collaboration and support. NEDSSS continues to work with KVK (Krishi Vigyan Kendra) and NIRD (National Institute of Rural Development) [Source: Workshop details]. NEDSSS started to approach new donors because of the need to explore funding sources [22]. This need was triggered by the changing donor environment [17] and change in government regulations [18], but the decision of NEDSSS management to focus towards improving the financial sustainability of the organisation was also triggered by an organisational assessment of NEDSSS and its partners. This assessment was done during the partners workshop 'A Way Forward' on 20th and 21st January 2014.The objective of the assessment was to have an in-depth knowledge of organisations. This assessment was done by NEDSSS with support and funding from CARITAS India [16] [Source: Consolidated Report of the Organizational Assessment.pptx].

- *Diversification of areas of intervention [10]*
  In order to increase its visibility [2], scaling up its work and diversify its funding, NEDSSS is intervening in new areas. To this end, NEDSSS is taking up projects in which they are the implementing organisation. They have projects with rickshaw pullers, agriculture and children that have dropped out of school. As a resource centre, NEDSSS is not confined to training but has worked towards innovative interventions. These innovative ways are used for reaching out to the communities, which will be further replicated by the partners. For instance, the shelter project where rickshaw pullers were organised so that they could demand their rights from the government through increased ability to bargain. NEDSSS's approach was innovative with regard to adopting an innovative path in removing the misconceptions about communities or groups by going and finding out first from the target group the reasons behind their inability to access certain resources. In this project of NEDSSS, it was found out that it was not lack of knowledge of the available resources rather there was lack of advocacy or lobbying for them. There was a need to get attention from the government. There was lack of legal stand which was found out through the Public Interest Litigation. Through expanding into new projects in which NEDSSS is the implementer they have been able to attract funding from the World Bank and IGSSS. These are new and ongoing projects. NEDSSS started to diversify its areas of intervention [10] because of a need to explore new funding sources [22].

- *Improved staff capacity to attract funds [21]*
  NEDSSS has trained its staff in proposal writing, showcasing their work, preparing legal and financial documents that are required for proposals and also prepare documentation in line with the CSR rules. As NEDSSS continues to work with and through its partner organisations, they have also started to strengthen their capacity in mobilising funds from government departments, semi-government departments and the corporate sector (through CSR). In support of this, NEDSSS does the dissemination of Caritas India's policy on Local Fund Mobilisation to its partners to implement the institutional Local Resource Mobilisation policy for all partner organisations. All efforts are taken to tap into more domestic sources (CSR and government) while also keeping an eye out for international donors. Improving the staff's capacity to attract funds [21] was triggered by the need to explore new funding sources [22], which in turn was because of changes in the donor environment [17] and in government regulations. With increased surveillance by the government over foreign funding, tapping domestic funding sources has become necessary.

The Centre for Development Innovation works on processes of innovation and change in the areas of food and nutrition security, adaptive agriculture, sustainable markets, ecosystem governance, and conflict, disaster and reconstruction. It is an interdisciplinary and internationally focused unit of Wageningen UR within the Social Sciences Group. Our work fosters collaboration between citizens, governments, businesses, NGOs, and the scientific community. Our worldwide network of partners and clients links with us to help facilitate innovation, create capacities for change and broker knowledge.

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