Endline report – India, COUNT MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

Cecile Kusters[1]
Bibhu Prasad Mohapatra[2]
Sonam Sethi [2]
Nicky Buizer[1]
Anand Das[2]
Robert Wilson Bhatra[2]
Paroma Sen[2]

1 Centre for Development Innovation, Wageningen UR
2 India Development Foundation

Centre for Development Innovation
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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 , COUNT. 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 2012.

Key words: 5C (five core capabilities); attribution; baseline; causal map; change; CFA (Co-financing Organisation) endline; organisational capacity development; SPO (Southern Partner Organisation).

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Acknowledgements

List of abbreviations and acronyms

5 C	Capacity development model which focuses on 5 core capabilities
AF	Agape Fellowship
AP	Andhra Pradesh
ASK	Association for Stimulating Know How
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
CDI	Centre for Development Innovation, Wageningen University and Research centre
CFA	Co-Financing Agency
COUNT	Christian Outreach Uplifting New Tribes
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).
DRDA	District Rural Development Agency
FMC	Free Methodist Church
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
GGM	Global Gospel Ministry
HACI	Help a Child India
HBA	Health Bridge Alliance
HIV/AIDS	Human Immunodeficiency Virus Infection/ Acquired Immune Deficiency Syndrome
IDF	India Development Foundation
IKP	ICIC Knowledge Park
ITDA	Integrated Tribal Development Agency
ITI	Industrial Training Institute
M&E	Monitoring and Evaluation
MCA	Master in Computer Application
MFS	Dutch co-financing system
MIS	Management Information System
NACP	National Aids Control Programme
NGO	Non-Governmental Organisation
OD	Organisational Development
PLHIV	People Living with HIV
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
PVTG	Particularly Vulnerable Tribal Group
RDT	Rural Development Trust
SETWIN	Society for Employment Promotion & Training in Twin Cities
SPO	Southern Partner Organisation
TLM	The Leprosy Mission Trust India
ToC	Theory of Change
TVET	Technical and Vocational Education and Training
VTS	Vocational Training Students

W&D NL	Woord en Daad Nederland
W&D I	Word and Deed India
Wageningen UR	Wageningen University & Research centre
WDCAP Programme	WDCAP is an online programme developed by W&D, Netherland to connect all its partners in a central server to store documents, generate and save reports. Each partner has been given independent user ID and password. They have to follow the browser link (www.wdcap.woordendaad.nl) and login on the given ID and password to access and upload documents. This can facilitate the partners to avoid loss of data.

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: COUNT 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.

For those SPOs involved in process tracing a summary description of the causal maps for the identified organisational capacity changes in the two selected capabilities (capability to act and commit; capability to adapt and self-renew) is provided (evaluation questions 2 and 4). These causal maps describe the identified key organisational capacity changes that are possibly related to MFS II

interventions in these two capabilities, and how these changes have come about. More detailed information can be found in appendix 5.

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 two years COUNT has slightly improved in its capability to act and commit. Important improvements were the leader becoming more pragmatic, COUNT receiving support in developing strategic plans from the MFS II funded regional coordinator, improved staff skills, improved fundraising and fundraising procedures. In the capability to adapt and self-renew COUNT also improved slightly. This was mainly due to improved ability to collect data and to report due to methodological guidance and evaluations supported by W&D. COUNT did not change in its capability to deliver on development objectives. The organisation improved slightly in its capability to relate because they increased their engagement with target groups and increased the number of networks they are active in. Finally there was a very slight improvement in the capability to achieve coherence because strategies have been revisited and a new child protection policy is now in place.

The evaluators considered it important to also note down the SPO's perspective on the most important changes in the organisation since the baseline . During the endline workshop the key organisational capacity changes that were brought up by COUNT's staff were diversification of funds, reduction of programme costs and improved strategic planning. These changes happened to overlap with the key changes that were selected to process tracing as they were linked to MFS II supported capacity development interventions. Diversification of funds and reducing programme costs can be only partly attributed to MFS II supported capacity development interventions, which have played a relatively important role in improving the funding situation of COUNT, particularly in terms of accountability towards and retention of existing donors. Improved strategic planning can be largely attributed to MFS II supported capacity development interventions. These interventions, which include COUNT's involvement in different MFS II funded evaluations that aimed to improve COUNT's capacities and implementation of programmes, played an important role in terms of the development of a phase-out plan, improved staff skills in data collection and reporting, and more efficient project fund allocation.

2 General Information about the SPO – COUNT

2.1 General information about the Southern Partner Organisation (SPO)

Country	India
Consortium	Woord en Daad Red een Kind
Responsible Dutch NGO	Woord en Daad
Project (if applicable)	Education and TVET
Southern partner organisation	Christian Outreach Uplifting New Tribes (COUNT)

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

Achievement of MDGs and themes	X
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

COUNT is an organisation which works amongst the remote tribal population of undivided Andhra Pradesh, Odisha and Chhattisgarh. It works as the social and developmental organ of Agape Fellowship (AF), which is a faith based organisation, focusing on social, cultural, educational and developmental opportunities for the tribals. In June 2014, after a protracted struggle, the state of Andhra Pradesh was divided into Seemandhra and Telangana.[1] Telangana region is the part of the erstwhile state which was under the princely rule of Nizam of Hyderabad, while Seemandhra region was part of British India, Madras Province. The region is mostly forested and rich with cultural, social and geological wealth. Yet it remained as one of the most backward regions of the state, reflecting the skewed development strategy of the post independent India. It has the rare glory of having the first peasant rebellion against landlords, led by the Communist Party of India (CPI), from 1946 to 1951, when the Government of India quelled it through operation Polo, an army operation. According to a study by Planning Commission, nine out of the ten districts in the Telangana state fall under the Backward Regions Grant Fund (BRGF)[2]. Telangana with a population of 35 million (2011 Census) is the

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[1] On 2nd June 2014 Telangana emerged out of the existing state of Andhra Pradesh and became a new state of India. Due to the bifurcation of Andhra Pradesh, most of the areas under Count's operation now fall under Telengana, though a few homes do exist in Andhra, Odisha and Chhattisgarh.

[2] The Backward Regions Grant Fund is designed to redress regional imbalances in development. The fund provides financial resources for supplementing and converging existing developmental inflows into 250 identified districts, so as to: bridge critical gaps in local infrastructure and other development requirements that are not being adequately met through existing inflows and empower the local government through capacity building exercises. These districts also have been selected on the basis of a higher concentration of STs and SCc and primitive tribes.

12^{th}most populous state of India. About 39% (by 2011) of the state population is Urban. The literacy rate of the State is 66.46 per cent (72.99 per cent in India) and that in the rural and urban areas are 57.25 per cent and 81.08 percent respectively. It is higher for males (74.95 per cent) than females (57.92). In 2013-14, the dropout rates from class's I-V, I-VII, and I-X are 22.32 per cent, 32.56 per cent and 38.21 per cent respectively.[3]

The Scheduled Castes and Scheduled Tribes account respectively for 15.4% and 9.3% (2011 census) of the total population in the state.[4] The target group of COUNT is the tribal community who are living in geographically inaccessible areas. Count provides homes for poor and orphan children in a locality accessible to school. These homes are under supervision of House parents, where all their educational, health and other needs are taken care of without any expense to the parents. Apart from these activities Count works for access to services for remote communities, entitlements and facilitating skill development of these communities for better livelihood.

Poverty

Unlike the Coastal Andhra, the Telangana region receives less rainfall and is hardly irrigated. Most of the agriculture is rain fed and the extraction of natural wealth goes to the development of urban centres rather than the remote areas. The majority of the tribal population live below the poverty line, without access to basic amenities.

Health and Nutrition

The tribal population mostly suffers from chronic infections, deficiency diseases and water borne diseases which are life threatening. Tuberculosis is common among them. Infant mortality is high among many tribes. Children are malnourished. According to the Social Assessment Study commissioned for National AIDS Control Programme 3(NACP 3) the tribes are vulnerable to HIV/AIDS due to various factors, such as migration, inaccessibility to resources and lack of awareness. Further, NACP 3 State Fact Sheet has categorized all the districts of Andhra Pradesh in 'category A' (districts with high prevalence of HIV / AIDS). Existence of stigma and poor health care facilities in the community demands for more awareness on prevention and transmission of HIV/AIDS and the COUNT HIV/AIDS program thus stands relevant.

Education

Despite various efforts by the government to improve literacy, formal education has made very little impact on the tribal groups. This was primarily due to lack of qualified teachers, teacher absenteeism, poor infrastructure, poor quality of education, inaccessibility and scattered habitations, the need for the children to work for a living and distant schools.

The government has made relevant policies to develop the tribal communities. But accessing these entitlements and delivery of services are the need of the hour. This governance deficit could only be bridged through dedicated and focused non-governmental organisations who concentrate on the vulnerable population. Another crucial hindrance to the development of the region is the existence of Maoist groups who have looked at any governmental attempts to intervene in the region with suspicion. The operations of COUNT focus on empowering the tribal groups, as earlier and until the recent past, who were unable to access social benefits from government schemes they are entitled to. However, now in most areas the tribal groups are able to assert their entitlements. In case of the remotely located tribal groups, most of whom have been declared as Particularly Vulnerable Tribal Groups (PVTGs) by the government, they hardly have any access to schemes and programmes run for their benefit. COUNT operates amongst such groups and directly takes care of their children's education, nutrition, health care etc. These activities in themselves have become a pathway to

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[3] Source:http://www.telangana.gov.in/Other%20Docs/Socio-Economic-outlook-2014.pdf.
[4] http://www.telangana.gov.in/Other%20Docs/Socio-Economic-outlook-2014.pdf

organise these communities in learning about their rights to safe drinking water, inoculation, maternal health care, MGNREGA etc. These groups rely on the COUNT contact persons who disseminate information and help them fill in forms etc.

2.3   Contracting details

When did cooperation with this partner start: 1991

What is the MFS II contracting period: 1 January 2011-31 December 2015

Did cooperation with this partner end? No.

If yes, when did it finish? N/A

What is the reason for ending the cooperation with this partner: N/A

If not, is there an expected end date for the collaboration? The phase-out of the financial support of Woord en Daad to COUNT will be completed by 2020. Until then, Woord en Daad will continue to support COUNT on the basis of yearly contracts following the Indian fiscal year: starting on the first of April and ending on the 31st of March.

2.4   Background to the Southern Partner Organisation

History

Christian Outreach for Uplifting New Tribes (COUNT) is a faith based NGO. It works mostly with tribals and the socially and economically downtrodden people groups. It was founded by Rev. John Gollapalli in 1978 with a vision to reach out to the unreached, backward and underprivileged tribal communities of India to uplift and bring development among them by providing child care, medical attention, education, economic opportunities, health care awareness etc. However, the concern to uplift these poorest of the poor people goes back to the early sixties when the social, economic and educational situation was much different from what it is now. These groups were backward, suffered from malnutrition, lived under the burden of superstitions and fear of the spirits they worshipped. COUNT realised the need to uplift these people and began its work in the tribal regions of Andhra Pradesh, and Madhya Pradesh (now Chhattisgarh) with the Koya, Gondu, Yerukala and Lambada tribes. COUNT began its development work through its church ministry of Agape Fellowship which is the sister organization of COUNT. It began with adopting one child from the Yerukala tribe and was cared in the founder's home. Within a short span of one year another 12 children were added to the first agape home (presently called "The Children Homes") (Source: Count Programs- updated version 11-12-13). The children were cared by providing food, shelter, medical care, clothing and education. To support his ministry the Founder began to mobilize funds by sharing his concerns with friends and relatives. The initial activities of the organisation were under an un-registered society called "Christ for Indian Tribes" and in 1978 it was registered as a society under the name "Christian Outreach for Uplifting New Tribes (COUNT)". In the same year, the Founder was introduced to a Dutch Businessman named Jacob van Rijswijk (JvR) who gave him INR 80,000 to build a Church building for a congregation which he was pastoring in Lallaguda, Secunderabad.

Since inception the strategy of the Founder was to make COUNT self-supportive by raising their own income through self-help projects. The strategy was further strengthened when COUNT got financial support from Jacob van Rijswijk for buying agricultural land at Chengicherla, Hyderabad in between 1978 to 1980. Meanwhile, local support increased as hundreds of well-wishers joined COUNT's ministries. Individuals, families and churches started supporting the mission of COUNT. Thus, the number of children and staff increased. Gradually various developmental projects were added such as education/sponsorship, higher education, vocational training, basic needs and medical care.

In 1982, the vocational training for young tribal youths who never went to school or were dropouts was introduced so that through skills training, (self) employment opportunities and through positive values and attitudes building their self-esteem, leading to sustainable income and a better position in

the labour market. The Vocational training centre (VTC) which is also called Antonia Vocational Training Institute (AVTI) offered vocational trainings and skills such as carpentry, tailoring, electrical Training, automobile repairing and most recently (2014) printing (outside the Agape Centre). After the completion of these courses, most candidates are also encouraged to appear in Andhra Pradesh government accredited SETWIN[5] exam which gives validation and accreditation to their vocational training degree. Since 2013 COUNT transferred/outsourced the responsibility of getting job placements for the trained students under the MFS II funded TVET/JBS program to Word and Deed India, as they have more staff and hence more expertise in the field. Such an accreditation makes it easier for the participants and youth who undergo the COUNT training to get jobs. There was also focus on agriculture based livelihoods, such as paddy, fruits, vegetables, flowers, poultry and a dairy farm. Since 2013 planting tamarind, drumstick and hybrid coconut saplings were also added to the agriculture based livelihood. The (edible) yield from the self–help projects is used for children in the Agape Hostels and the rest is sold either to the staff or to people in COUNT's networks.

On 20th April 1983, Theeba and Rev. John's third child died of measles. They decided to make April 20 as a day of rededication and turned their attention afresh towards the orphan tribal children. In 1984, with 107 children, they moved to the village Chengicherla, 15 km away from Hyderabad. They lived there and cleared the bushes and put up thatched huts for their housing. It took six years before they had electricity. Due to distance from the city, the necessity demanded to start their own school called St. John's High school at Chengicherla village. It offers education up to 10th grade, in both English and Telugu medium of instruction and has Andhra Pradesh government recognition. COUNT has another school name St. Zechariah's High School at Jala, Nalgonda district, where there is an Agape Home and 315 children from the surrounding villages attend the school as day scholars with the support of a mid-day meal. This is an English medium school and is also recognised by the Andhra Pradesh government. The Christian values and principles are eminent and upheld by all the educational institutes of COUNT. In 1984, Jimmy Memorial Home took 25 orphan children from COUNT.

In 1988, COUNT received its first foreign contribution for children from Missionary World Service and Evangelism (MWSE). The fund flow was mostly irregular, once in four or six months. They provided support for 80-90 children, but by this time they had nearly 200 children. Yet, due to change in leadership, MWSE stopped funding in 2006.

In 1991 Woord en Daad started funding the first Agape Children Home for 30 girls. The most needy tribal children after being selected are placed in the Agape Homes (at present The Children Home). These tribal children are chosen from the orphan's first, semi orphans secondly and from the poorest of the poor thirdly. A committed personnel or a family called House Parents (Wardens) is specially trained for to look after these tribal children. These Agape children are sent to schools and are given every possible care, such as free boarding, lodging, clothing, medical care and spiritual nurture, under the guidance and supervision of the House Parents. There are two types of Agape Homes: one is Central Agape Home which is a cluster of homes at Agape centre at Chengicherla. The other one Satellite Homes which are homes in various strategic areas covering a group of tribal areas to provide "Agape Home" facilities to the needy children around that area. Some of the children attend the agape schools as in central home in Secunderabad and Jala while others go to the nearby government schools. Every Agape Children Home has about 25-30 children. During baseline there were nineteen such Children Homes in Andhra Pradesh with 970 children supported by Woord en Daad. At present there are eighteen children homes with 604 children of whom 544 children are supported by Woord en Daad and since 2014 another 60 children are supported by Free Methodist Churches (FMC), USA.

In 1994, the activities of the organization were divided between COUNT, the social and educational unit and Agape Fellowship (AF) the worship groups which developed as regular Churches. COUNT and AF are now working together as partner agencies.

In 2005-2006, due to rising incidence of HIV/AIDS, COUNT started creating awareness programs on HIV/AIDS in all the five States, in the areas where it is working. The awareness program addressed the issue of HIV/AIDS thrice a year, through three days seminars conducted by doctors, government

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[5]SETWIN was established in the year 1978 by the Government of Andra Pradesh with a view to impart training in skill development short term, need based and job oriented training programmes for the educated and unemployed youth so that they can live on to make them Self-Reliant.

officials and experts from Voluntary tests and Counselling Centres. Since 2011 COUNT's HIV program has been part of the ICCO/Prisma Health Bridge Alliance which further strengthened the programme.

In 2006, MWSE stopped funding and COUNT had to sell 18 acres of land in order to be sustainable. The funds from the sale were used for setting up colleges providing MBA, MCA and B.Ed. courses. Two new colleges have been set-up: (a) a teachers' training college and, (b) a Master's programme in Business Administration and Master in Computer Application. These colleges are registered in the name of St. John's Educational Trust (SJET) a sister organisation of COUNT. Both programmes have been initiated by the church and income raised from these colleges will mostly benefit the church/mission and their related activities mostly in the area of social and developmental issues. The set up was financed with a loan from the bank [Source: Report Visit India May 2013.lst].

Over the decades, COUNT has grown from 4 staff in 1978 to 50 during baseline and in 2014 there is 70 staff on the pay roll of COUNT. The budget went from under 1,000 EUR in 1978 to more than 400,000 EUR in 2012 and in 2013 it is more than 500,000 EUR.

COUNT is presently working with 67(new tribe Porja is added) tribes and scheduled caste groups in six states of India such as Telangana, Andhra Pradesh, Orissa, Chhattisgarh, Maharashtra and Gujarat. COUNT has had a sound and sustained financial relationship with Woord en Daad (W&D) for over a decade and W&D continues to be one of the major donor partners of COUNT. Almost 80% of the total programme funding for COUNT activities has been mobilized through Woord en Daad support. Since 2013-14 COUNT has mobilised new funders like Free Methodist Churches (FMC) and Word and Deed Canada. The phase out plan of Woord en Daad (W&D) began in the year 2010 June and it is being implemented since 2012. According to this plan W&D would gradually decrease 10% in budget and will stop funding COUNT after 2020. Over the period COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D. W&D continue to support in the capacity building of COUNT through trainings.

Vision

COUNT is a holistic ministry uplifting the underprivileged, the rural, tribal and slum dwellers – educationally, economically, socially and spiritually.

Mission

In Christ-like spirit, sharing Agape love, building individuals and developing new societies. Motto: In three words – love, wisdom and growth – expresses the main objective of the organization.

Strategies

[Source: Overview WD NL-India sustainability strategies-COUNT]

COUNT runs various developmental programmes such as the education programme, HIV/AIDS awareness programme and vocational training programme for its target . For the education programme children identified from poor and vulnerable families with the help of Agape Fellowship, its sister concern, are cared for in the agape homes by a committed family called house parents, and the children are provided access to free education, boarding, lodging and medical care. They are educated in either private, government or the two schools owned by COUNT at Secunderabad and Jala, in Nalgonda district. The HIV/AIDS awareness is mainstreamed into the education program. The program aims to develop the child holistically catering to their spiritual, social, physical, and academic needs. The program runs through primary, secondary, high school and college education, focusing on developing the community and providing a decent settlement to the target groups through education. COUNT has also integrated the school dropouts and vulnerable youth from these areas into its technical and vocational education training program(TVET program). Young men and women are encouraged to acquire vocational skills and are guided to seek employment and earn a sustainable income after the training. COUNT provided training to students in electrical, tailoring, printing and automobile courses. The TVET program has also enrolled its students in the SETWIN institute which is government institute that conducts exams for the students and certifies them and adds value for job placements.

In addition to the programs COUNT has developed agricultural projects and dairy farming, by growing and selling crops such as rice, vegetables, guava, lemon, mango, milk, Ghee, etc. with an aim of earning some income in order to be self-sustaining.

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

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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 COUNT that have taken place since 2011 are described. The information is based on the information provided by Woord en Daad.

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
TVET Quality Score Assessment and Phase out Strategy facilitated by Cees Van Breugel, Programme Manager TVET/JBS of Woord en Daad	To ensure continuation of this programme after phasing out of Woord en Daad and assessment was required by Woord en Daad to know the progress in this programme	Application of scorecard assessment stimulated a systematic review of the TVET programme; critical facilitation by W&D staff later led to the learning being turned into an action plan/strategy was developed to continue working: includes fundraising locally and nationally, involve corporate sector (fund students and employ them when graduating)	8 March 2013	Staff time and travel expenses paid from Strengthening Partner Network (SPN)-budget, estimation: € 2500
External evaluation of the HIV/Aids project of COUNT by ASK	It follows the evaluation policy of Woord en Daad which stipulates that all programmes are evaluated once every 4-5 years to provide insight in effects of this programme.	Joint external midterm evaluation of two partners of Woord en Daad: COUNT and Word and Deed India by the Delhi based organisation ASK ASK finalised the scope and process of evaluation together with COUNT, visited team and community members in the field to gather information, facilitated a final de-briefing to share collected data and findings to make decisions to strengthen the project, draft report was shared with COUNT for feedback. Evaluation methods included: Desk review documents, Focused Group Discussions, Semi-structured interviews and SWOT Analysis	24 June - 2 July 2013	€ 3.600 (for COUNT only)

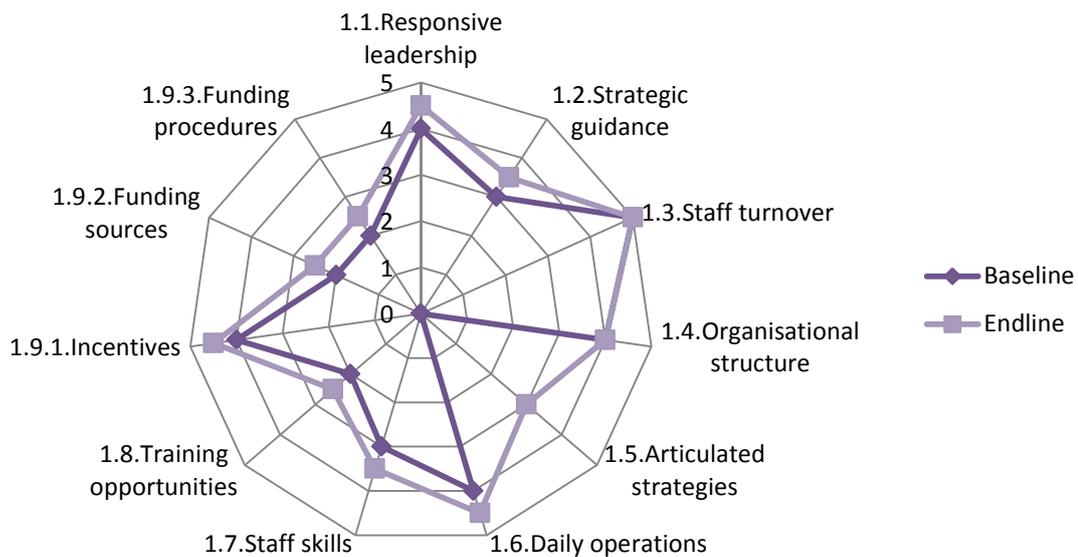|				
Outcome studies conducted on Quality of Education by Woord en Daad, with the assistance of Help A Child of India	to measure the progress of the programme for a number of outcome indicators and also to see whether the alliance (with Red een Kind and Woord en Daad) worked well.	Help a Child India (HACI) is a partner of Red een Kind (an alliance partner of Woord en Daad) that was hired to support the outcome studies on quality of education in the education programme of COUNT. The consultants visited two schools in the education programme of COUNT. Results and the proposed action plan were shared and discussed with COUNT project officers.	26-28 October 2013	€ 3.000
Sustainability Strategy workshop facilitated by Leen Stok and Samuel Nirmal	For COUNT to continue after phase-out of Woord en Daad in 2020.	The organisational capacity of COUNT was reviewed, cross-section of the staff was present (15-20 people). A written strategic plan document was the result of objectively looking at goals, constraints, options and the way forward.	29-30May 2013	€ 3.500
5C workshop, facilitated by Samuel Nirmal, Regional Coordinator.	Requirement of Woord en Daad: done for all partners as part of its commitment to the Dutch government	COUNT assessed their own capacity: first talk about strengths, weaknesses, experiences, challenges areas for improvement and contributing factors to this in small groups, then the 5c concept was introduced. Cross section of staff was present from director to driver (21 people). COUNT reviewed their skill gaps and capacity building possibilities.	2-3 December 2013	€ 500

Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad

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 Appendix 3.

4.2.1   Changes in the five core capabilities

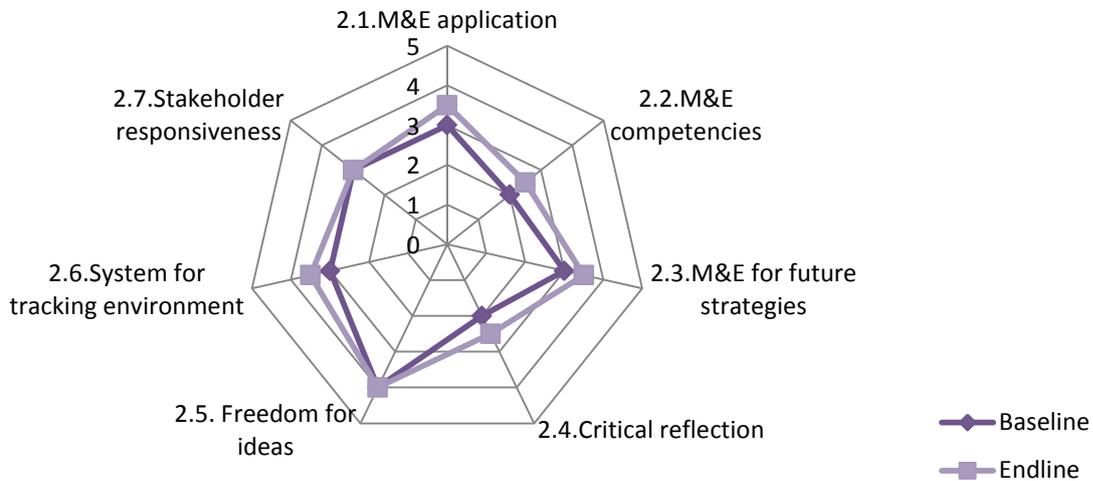**Capability to act and commit**

The phasing-out of funding by Woord en Daad (W&D) by 2020 has led to a variety of changes in COUNT's capability to act and commit. First of all, the leader has become more pragmatic and proactive in terms of strengthening COUNT's resource base: he is approaching new donors, strengthening networks and takes initiative to develop new income generating projects. Board members are now more involved in helping the leader make important strategic directions. Secondly, the phasing-out plan has led to more articulated strategies directed towards the sustainability of the different programmes of COUNT after W&D funding ends. Thirdly, there has been a slight improvement in ensuring funding from multiple sources. COUNT started receiving funds from the Free Methodist Church, USA, through the Director's and Founder Member's contacts with this church. COUNT also continues to receive funding from Word and Deed Canada and has started to focus more on generating income from self-help projects. There are still no written funding procedures in place and most of it is in the hands of senior management.

Staff turnover remains low as staff of COUNT is still dedicated and loyal to the organisation, whilst monetary incentives have increased (annual increments, recognition of hard working staff, mobile phones, and medical allowances). Furthermore, some of the gaps (e.g. language barrier) in training opportunities have been addressed. For most positions capable and skilled staff is available. However, there remains to be a slight gap in communication skills in English and technological skills needed to train the students. The organisational structure of COUNT has not changed, except for the fact that the leader has formed a management core group to assist him in planning and decision making in absence of mentoring support from W&D. There is now support from the regional coordinator, appointed by W&D, to develop annual plans with a strategic focus on sustainability. Also the internal reporting system has improved which leads to better alignment between day-to-day operations and strategic plans.

Score baseline: 3

Score endline: 3.5 (slight improvement)

Capability to adapt and self-renew

Though there has been some learning on collecting information on output and outcome level from being involved in outcome studies for the Education and TVET programme, the monitoring and evaluation of COUNT remains to be focussed on the activity level. Intentions to hire a PMEL expert jointly with Word and Deed India did not materialise. COUNT now receives methodological guidance from the regional coordinator, appointed by W&D, and is still willing to collaborate with local consultants. While COUNT has discussions about results of evaluations to inform future phases of the programme and receives support in this from the regional coordinator, lack of proper monitoring mechanisms and community engagement at the field level lead to gaps in understanding of the actual accomplishments of the programme and thus scope for M&E informing future strategies is limited. COUNT tries to be more open to its stakeholders for example through involving parents and teachers in quality assessment of the education programme. However, an evaluation of its health programme found that community participation has been found to be low in the planning and monitoring of the programme.

Though staff has access to management at all time to informally discuss ideas, problems and be heard, there are now also regular department-wise staff meetings which are documented formally to inform the Director. The changing donor environment has triggered a need to keep abreast about the latest developments in the society, at state level and in the international community, which COUNT does through its networks and through its main funder: W&D.

Score baseline: 3

Score endline: 3.5 (slight improvement)

Capability to deliver on development objectives

COUNT still has operational plans per project. All the activity level, plans are worked out with the staff so that they fully know what needs to be done. However, in the Basic Needs programme there exists some confusion among volunteer Change Agents about their responsibilities as there is no action plan developed for them. Staff still has access to the technological and material resources they need to carry out their work. Resources are used cost effectively, for example by using technology to cut down on travel and postal expenses. Sometimes inflation leads to minor overspending. All programmes now have a coordinator that is responsible for monitoring and reporting back to the project manager. Generally planned outputs are being delivered and COUNT works on implementing recommendations after the score card outcome studies for the TVET and Education programmes. Programme staff study progress report results to check whether their work benefits the beneficiaries. Quality checks that link input to outputs are not carried out in a structured way nor is there a formal system of balancing quality with efficiency, but COUNT is a learning organisation that uses recommendations from outcome studies in their strategic annual plans.

There continues to be a strong link between COUNT and its beneficiaries because of the Church and programmes seem to be relevant for the community COUNT serves. The organisation is working on formalising feedback from students and parents through satisfaction forms.

Score baseline: 3.5

Score endline: 3.5 (no change)

Capability to relate

Since the baseline COUNT has focussed more on strengthening its networks. At the community level COUNT is improving stakeholder engagement through the appointment of nine regional coordinators to address the needs of the people in the interior tribal regions. For any new project inputs are taken from stakeholders like parents, local leaders and elders. On the local level COUNT engages with the Integrated Tribal Development Agency (ITDA) and looks at partners that adopt good policies and practices. The organisation is engaged in more national and international networks including Blossoms Network and the Health Bridge Alliance. COUNT received a quality award from the VIVA network and is reaching out to a government institute for the benefit of the students in the TVET programme. While in general the organisation continues to stay in close contact with its target group, mainly through the church, sometimes geographic spread and limited budget make regular visits difficult. High level of dependence on Change Agents in the Basic Needs programme lead to poor follow up by COUNT.

While COUNT offers an enabling environment to its staff in practice and also practices a horizontal working culture, there is predominantly a vertical top-down culture. The only change that has occurred since baseline is that the minutes of the regular staff meetings are being documented now and there is a follow up on those meetings.

Score baseline: 3

Score endline: 3.25 (very slight improvement)

Capability to achieve coherence

COUNT has organised a vision casting seminar for staff, pastors and leaders, where they revisited their vision. While the vision and mission of COUNT continue to be the same, a new strategy for the period 2014-2020 was developed in face of the phase-out plan of W&D NL with the help of a W&D supported strategy development workshop. A cross section of the staff was involved in this process. Since the baseline a child protection policy has been introduced in COUNT which all staff that work directly or indirectly with children is made aware of. All operations of COUNT continue to be completely aligned with its vision and mission. All the programmes and activities within the organisation are well linked and mutually supportive.

Score baseline: 3.5

Score endline: 3.75 (very slight 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 evaluation team carried out an end line assessment at COUNT from 2 to 4 June 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in 2012 (such as vision, mission, strategies, clients, partnerships). 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 were:

- Diversification of funds [4];
- Reduction of program costs [5];
- Improved strategic planning [6]

These three changes are expected to lead to COUNT being more financially sustainable as an organisation [2]. They happened to coincide with the outcome areas that were chosen for process tracing, so as to get detailed information on how these changes in organisational capacity came about. Therefore the general causal map overlaps strongly with the causal maps developed for each of these outcome areas/organisational capacity changes to be analysed to during the process tracing. All the details about these changes in organisational capacity as well as the underlying factors that influenced these changes are described in the narrative and visual below. These three key organisational capacity changes will be discussed in more detail in the related detailed causal maps, which were a result of process tracing.

The three main organisational capacity changes are described in the light orange boxes and the key expected consequence (improved financial sustainability of COUNT) is 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 below describes per key organisational capacity change, the contributing factors as described from the top down. The numbers in the visual correspond with the numbers in the narrative.

1.   Diversification of funds [4]

The phase out plan of W&D began in June 2010, and since then COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D, since W&D will stop funding COUNT after 2020. Over the last two years, COUNT has diversified its funding sources by:

- *Generation of income through self-help projects [9]:*The Founders of COUNT have focused on being self-reliant ever since its inception and there have been consistent efforts by them towards raising their own income through self-help projects. In the last two years a variety of self-help projects was started to increase COUNT's income. This includes e.g. expanding the area of paddy cultivation.

- *Accountability to and retention of existing donors [23]:*This was because staff improved their skills to report and communicate to donors. Staff improved their skills in this area because of trainings, methodological guidance and experience gained through MFS II evaluations.

- *New donors were attracted [24]:* The fact that COUNT is now attracting funds from other funders like Free Methodist Churches (FMC) and Word and Deed Canada, is a consequence of COUNT strengthening its networks.

2.   Reduction of programme costs [5]

- *Closing down some Agape hostels [29]:* Closing down some of the smaller Agape hostels and focusing only on Agape hostels in their headquarters in Chengicherla.

- *Outsourcing of the JBS programme to Word & Deed India [30]:* Another way of reducing programme costs has been the outsourcing of the JBS part of the TVET programme to Word & Deed India in 2013.

- *Self-support courses [31]:* In the tribal areas, there is a pilot programme in which self- support courses are run by graduate students and the trainees are required to pay a small fee to sustain this course. The aim is to reduce the expenses of board and lodging which would have been there had the students been trained at the headquarters.

3.   Improved strategic planning [6]

Improved strategic planning was the third key change in the organisation, which is expected to contribute to financial sustainability of COUNT. Improved strategic planning is important to contribute to financial sustainability of the organisation because COUNT developed the strategies to reduce costs and generate income. There are four main reasons why strategic planning has improved:

- *Development of a phase-out strategy of COUNT [23]:* COUNT is aware that W&D will phase out their funding of the TVET and education programme of COUNT in 2020, and therefore, since 2010, together they have been working on the development of a phase-out strategy. COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D. The phase-out strategies were thought out for different programmes which further helped in the strategic planning.

- *Improved staff skills in data collection and reporting [7]:* This improved skill was mainly a result of W&D's methodological guidance, trainings on reporting and staff's involvement in MFS II funded evaluations.

- *More efficient project fund allocation [32]:* The finance manager's financial skills improved as a result of the external evaluation of the HIV/AIDS program by ASK (funded by W&D) in June-July 2013. He was able to plan better and allocate funds more efficiently towards the project.

- *Participatory management [12]:* In 2013, the leader of COUNT formed a core group. comprising of experienced members of the staff for participatory planning and decision making.

The main underlying causes for these three key organisational changes were:

- *Changing donor environment [17]* which led to a need to diversify funds which influenced all the factors under reduction of programme costs [5], diversification of funds [4], and also led to the development of a phase out strategy for COUNT [23].

- *MFS II funds [18]* have had an effect on: The development of a phase-out strategy of COUNT [23] (through funding some workshops on it and funding the regional coordinator), more efficient project fund allocation through involvement of the financial manager in an evaluation[32], improved staff skills in data collection and reporting through trainings and guidance [7], the accountability and retention of existing donors [23] and attracting new donors [24] through trainings on communicating to donors.

- *Absence of monitoring support by Woord en Daad [21]* led to the director of COUNT adopting a more participatory form of management [12].

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

Note: for each country about 50% of the SPOs has been chosen to be involved in process tracing, which is the main approach chosen to address evaluation question 2. For more information please also see chapter 3 on methodological approach. For each of these SPOs the focus has been on the capability to act and commit and the capability to adapt and self-renew, since these were the most commonly addressed capabilities when planning MFS II supported capacity development interventions for the SPO.

For each of the MFS II supported capacity development interventions -under these two capabilities- an organisational capacity change has been identified, describing a particular change in terms of organisational capacity of the SPO. Process tracing has been carried out for each organisational capacity, change. The following outcome areas have been identified under the capability to act and commit and the capability to adapt and self-renew. Also the MFS II capacity development interventions that could possibly be linked to these outcome areas are described in the table below.

Table 2
Information on selected capabilities, outcome areas and MFS II supported capacity development interventions since the baseline

Capability	Organisational capacity change	MFS II supported capacity development intervention
Capability to act and commit	Diversification of funds and Reduction of Programme costs	5c workshop December 2013; External Evaluation HIV/Aids programme by ASK June-July 2013
Capability to adapt and self-renew	Improved Strategic Planning	External Evaluation HIV/Aids programme by ASK June-July 2013; Outcome study on Quality of Education October 2013; TVET Score Card Assessment March 2013; Phase-out strategy workshop March 2013; Sustainability strategy workshop May 2013;

The next sections will describe the results of process tracing for each of the outcome areas, and will describe to what extent these outcome areas have taken place as a result of MFS II supported capacity development interventions and/or other related factors and actors.

4.3.1   Diversification of funds and Reduction of Programme costs

This is a summary of the final causal map of the key change: improved financial sustainability. For a detailed visual to which the numbers refer and narrative with sources please see Appendix 5.

COUNT has been funded by W&D since 1991. The phase out plan of W&D began in June 2010, and since then COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D, since W&D will stop funding COUNT after 2020. **Over the last two years, COUNT has diversified its funding sources [4] by**:

- *Generation of income through self-help projects [9]:*The Founders of COUNT have focused on being self-reliant ever since its inception and there have been consistent efforts by them towards raising their own income through self-help projects. In the period from 1978 to 1980, the Founder bought agricultural land at Chengicherla, Hyderabad with the financial support from a Dutch Businessman named Jacob van Rijswijk to make COUNT self-supportive.

- *Accountability to and retention of existing donors [23]:* This was because staff improved their skills to report and communicate to donors. Staff improved their skills in this area because of trainings methodological guidance and experience gained through MFS II evaluations. These are further explained below:

- Methodological guidance [27] received by COUNT from Woord en Daad and the Regional Coordinator [14]. Both funded by MFS II [22]. Methodological guidance was provided on the data collection process for each outcome indicator.
- Experience gained through MFS II evaluations [19]: ASK (Association for Stimulating Know How, based in Gurgaon, India) evaluated COUNT HIV / AIDS awareness program that addresses the needs of the tribal community in Andhra Pradesh. The finance manager's financial skills improved as a result of this evaluation. He was able to plan better and allocate funds more efficiently towards the project. Help a child of India (funded by Woord en Daad) evaluated COUNT with an aim to measure the progress of the programs for a number of outcome indicators. The staff members learnt about teaching methodologies, to monitor the outcomes of student performance, day to day administration of the school, impact of supervision on teachers and students, to improve quality of their work and in turn bring about improvement in quality of education. These evaluations were funded by MFS II [18].
- The following capacity building activities [22] were conducted in the past two years to strengthen staff's skills for communicating with donors [10], all these trainings were funded by MFS II [18]:
  - Basic spoken English training. Funded by MFS II.
  - Participation in the Sponsorship programme conference in May 2013 in the Netherlands by Woord en Daad. This conference was organised by COUNT and funded by Woord en Daad, under MFS II.
  - Training of the house parents by adoption/sponsorship department to assist the children in writing innovative greeting letters, providing interesting information and taking pictures for a regular update of the children to the donors and for improving accountability. Funded by MFS II.
  - Training on WDCAP programme in October, 2013 by Woord en Daad. WDCAP is a software for tracking children's information and enables COUNT to provide regular updates to the donor. This training was also funded by MFS II.

- *A third reason for diversification of funds is that new donors were attracted [24]:* The fact that COUNT is now attracting funds from other funders like Free Methodist Churches (FMC) and Word and Deed Canada, is a consequence of COUNT strengthening its networks [11].

  The trainings, the income generation self-help projects and the strengthening of networks were undertaken because of an increasing need to diversify funds, coming from a changing donor environment, where Woord en Daad is phasing out its support.

COUNT is furthermore contributing to financial sustainability of the organisation by reducing programme costs [5], which is done through closing down some of the Agape hostels [29], outsourcing JBS to Word and Deed India [30] and the self-support courses [31]. These changes were also triggered by a need to diversify funds [16] because of the changing donor environment [17]. Word and Deed India is a partner of Woord en Daad NL, just like COUNT. COUNT was able to outsource the JBS part of the TVET programme to Word and Deed India because W&D NL linked them up to them [33] in the TVET programme that is funded under MFS II [18].

4.3.2   Improved Strategic Planning

This is a summary of the detailed causal map of the key organisational capacity change: improved strategic planning. For a detailed visual to which the numbers refer and narrative with sources see Appendix 4.

Improved strategic planning [4] also contributed to financial sustainability of the organisation [2] because COUNT developed the strategies to reduce costs and generate income.

There are four main reasons why strategic planning has improved: development of a phase-out strategy of COUNT [23]; improved staff skills in data collection and reporting [7]; more efficient project fund allocation [32]; and participatory management [12]. These changes are further described below.

Development of a phase-out strategy of COUNT [23]: COUNT is aware that W&D will phase out the funding the TVET and education programme of COUNT in 2020and therefore, since 2010, together they have been working on the development of a phase-out strategy. The development of this phase-out strategy was mainly a result of:

- *The leader becoming more pragmatic in his thinking [15].* He now strategizes more in the long term and thinks about how to obtain alternative funds. The change in the leader's thinking can be explained by:
  - The overall need to plan strategically and diversify funds that arises from the changing donor environment
  - The 5c workshop in December 2013. This workshop gave COUNT another opportunity to review its strengths, weaknesses, skill gaps and capacity buildings opportunities. This was used in drawing up the annual plan and the budgeting activity plan for the next year. This workshop was funded by Woord en Daad under MFS II.

- *The Phase-out strategy workshop March 2013 [25]:* This workshop was funded by MFS II [18]. This workshop was organised in light of the need for diversifying funds[16] because of the changing donor environment [17], which includes the phasing out of the Woord en Daad support by 2020. This workshop influenced both the leader and the functional staff and helped them to understand the importance of making TVET as a sustainable programme of the phase-out plan.

- *Sustainability strategy workshop May 2013 [26]:* This workshop funded by MFS II [18]. The objective of the workshop was to discuss on strategies for education programme and TVET/JBS programme, in light of the need for diversifying funds [16] because of the changing donor environment [17].

- *Appointment of a Regional Coordinator [14]* to serve as a link between India partners and W&D, to help with monitoring without the need for frequent visits from Woord en Daad people and to act as an advisor and help whenever required to do so. He has also been involved in the sustainability strategy workshop and in that way is contributing to the development of the sustainability plan of COUNT [23].

The second reason for improved strategic planning for financial sustainability is based **on improved staff skills in data collection and reporting [7].** The development of this skill was mainly a result of:

- *Methodological guidance [27]* received by COUNT from Woord en Daad (funded by MFS II [18]) and the Regional Coordinator [14].

- *Trainings on reporting [22]*
  - Basic spoken English training. Funded by MFS II [18].
  - Participation in the Sponsorship programme conference in May 2013 in the Netherlands by Woord en Daad. This conference was organised and funded by Woord en Daad, under MFS II [18].
  - Training on WDCAP programme in October, 2013 by Woord en Daad. WDCAP is a software for tracking children's information and enables COUNT to provide regular updates to the donor. This training was given by Woord en Daad and also funded by MFS II [18].

- *COUNT staff gained useful PME experiences in collecting data through MFS II funded evaluations [19].*
  - External Evaluation HIV/AIDS program by ASK June-July 2013
  - Outcome study on Quality of Education October 2013
  - TVET Score Card Assessment March 2013

The third reason for improved strategic planning is more efficient project fund allocation [32]. The finance manager's financial skills improved as a result of the external evaluation of the HIV/AIDS program by ASK in June-July 2013 [19]. He was able to plan better and allocate funds more efficiently towards the project.

The fourth reason for improved strategic planning is participatory management [12]. In 2013, the leader of COUNT formed a core group [20] comprising of experienced members of the staff for participatory planning and decision making. This core group was formed because the leader realised that in absence of mentoring support from W&D [21] he would have to look for help and guidance within COUNT.

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 being filled in by the management (CEO and Manager of Projects and Programme), Programme Staff (Coordinator of schools, Principal St. John's High School, Coordinator Homes, Teacher St. John's High School and House Parents), HR/Admin staff (Finance Manager, Co-ordinator, TVET Co-ordinator, HR, Co-ordinator-Basic Needs), and field staff (Inter State leader cum House parent Gujrat, Area Superintendent cum House parent, Area supervisor cum Principal of School). Except for one field staff (inter-state leader cum house parents Gujrat) the rest were present in the baseline workshop. The agreed questionnaire was aimed at getting information from various levels of staff without putting them in any awkward situation. The modified and nuanced repetition of questions when translated to an audience not properly exposed to the English language, created a sense of repetitiveness. Evaluators tried to resolve this, by clarifying the responses by a follow-up interview. For example the supervisor of the self-help projects and house parent was interviewed specifically related to the self-help projects and challenges facing the running of the house from the management's perspective.

After going through the self-assessment forms, the evaluators came to know that COUNT is closing down its Agape homes, resulting in the decrease of house parents and teachers and consequently the number of children served by these homes in the remote tribal areas. Taking this into account, the house parents and teachers, who were present on the first day of the workshop, were not invited for the second and third day for process tracing. The reason behind focusing on core staff members was to get detailed response in the process tracing part of the endline workshop. However, one house parent was invited for the development of the detailed causal map in the process tracing endline workshop because he held dual responsibilities as house parent and as the supervisor of self-help projects. He was also the parent who had attended the baseline workshop and the evaluators had visited his home near Vishakhapatnam to get an idea of how the Agape homes ran during the baseline in 2012.

The Organisation Development Consultant was the regional coordinator who is hired by Woord en Daad to provide strategic guidance to COUNT. In order to get a free-flowing and insightful perspective of the organisation, the organisation development consultant was interviewed by the evaluators over and above the CFA interview separately. No partners were interviewed as COUNT had already requested during the baseline workshop not to name the network partners they work with. This was a conscious decision by COUNT. In the fast changing political scenario in their work area, the government policies are still evolving and they are certainly not very favourable to certain type of activities. As evaluators, it was our responsibility to respect the wishes of the organisation as long as they are fulfilling the mandate for which they received funding.

In relation to process tracing, training questionnaires were filled in for all the trainings under MFS II supported funding. However, for the staff it was sometimes difficult to recall what they learnt during a specific training as they are exposed to various training programme and exposure visits (both under MFS II programme and others). Therefore, the observed changes could be attributed to various factors beyond a specific training programme. However, the training questionnaires formed the basis of distinguishing the changes which resulted from a particular training over others. The training questionnaires provided details such as: knowledge acquired and skills developed by the staff and its impact on the organisational capacity. Training questionnaires were filled in for most of the MFS II supported trainings for COUNT such as: 1) 5c workshop facilitated by Samuel Nirmal; 2) External Evaluation of the HIV/AIDS Project; 3) Outcome studies by Woord & Daad with assistance of Help a Child of India; 4) Sustainability strategy workshop facilitated by Leen Stok and Samuel Nirmal; 5) TVET Quality Score Assessment workshop facilitated by Cees van Breugel (Woord & Daad).

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?*
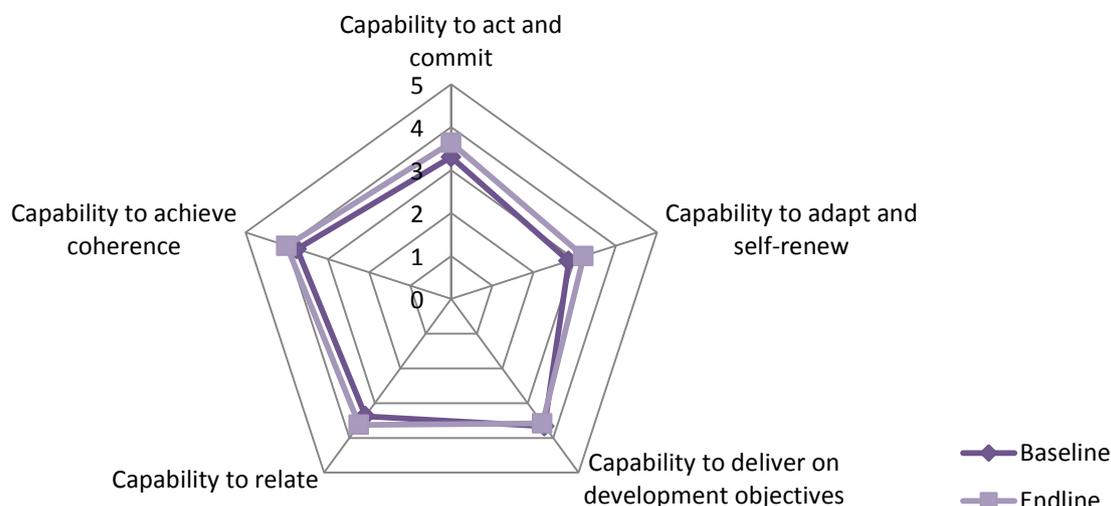
Whilst changes took place in all five core capabilities, the improvements were only minor. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

Over the last two years most improvements took place in the indicators under the capability to act and commit. Due to the phasing out of Woord en Daad by 2020, the leader became more pragmatic and proactive in working on expanding COUNT's resource base. The Board members also became more involved in helping the leader to make strategic decisions and move more towards self-support. While in the baseline there was no information on how strategies where articulated, now they are based on situational analysis and the M&E findings of for example the MFS II funded outcome studies. The support from the Regional Coordinator, supported by MFS II, was new during the endline and helped COUNT in developing their strategic and operational plans. Also the outcome studies and quality assessments led to better programme implementation. COUNT staff improved their communication skills slightly and the tuition teachers became more skilled in a variety of topics including child psychology. There was a training on basic spoken English to try to bridge the communication gap as many staff don't speak English and all trainings are in English. All these trainings were funded by Woord en Daad under MFS II. The monetary incentives for staff increased in the form of e.g. annual increments, mobile phones, medical expenses covered. Regarding the funding situation, COUNT has improved slightly in diversifying its funding base through approaching new donors, having self-help projects that generate income and by asking for a small fee for the courses they offer. They also improved somewhat in their funding procedures as their communication with and showcasing their work to donors improved and they started with donor mapping.

In the capability to adapt and self-renew COUNT also improved slightly in various indicators. Their ability to collect information and reflect on these has increased due to methodological guidance they receive and being involved in several outcomes studies funded by MFS II (Woord en Daad). They are now making more use of M&E findings in their annual plans. The Regional Coordinator who was installed after the baseline assures that this is done. There are now regular departmental meetings for critical reflection and the leader has set up new networks for learning and sharing with likeminded organisations.

In terms of the capability to deliver on development objectives , there has been a minor deterioration in the area of clear operational plans. An external evaluation of COUNT's HIV/AIDS programme found that the Change Agent (field level volunteers) have no action plans to work with and that this causes confusion.

In the capability to relate, COUNT has somewhat improved. They now have nine regional coordinators in the field , compared to no regional coordinators during the baseline, and this helps to ensure that the voices of COUNT's target groups in the tribal regions are being heard and taken into account in their policies and strategies. COUNT has increased the number of networks it is active in. Since the baseline they have joined the VIVA and Blossoms network, and for their health related projects they are part of the HBA, GGM and REACH. For TVET they work with SETWIN and ITI, to mention a few.

Finally, COUNT has slightly improved in its capability to achieve coherence as a vision casting workshop funded by Woord en Daad was organised for all staff in February 2014 and strategies have been revisited and included in the phase out strategy. They also now have a child protection policy in place, which is very relevant in their line of work.

During the endline workshop some key organisational capacity changes were brought up by COUNT's staff: diversification of funds, reduction of programme costs and improved strategic planning. 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. These changes happened to overlap with the key changes that were selected to process tracing. The phasing-out of funding by Woord en Daad (W&D) by 2020 has led to most of the changes in COUNT's organisational capacity. Woord en Daad had announced this to COUNT in 2010, but in 2013 they really started working together on a strategic phase out plan in which strategies were included on how to generate more income and reduce programme costs especially in the TVET and Education programmes that are supported by W&D. The MFS II funding of Woord en Daad also played an important role in all the key changes. This will further be explained below in 5.3.

5.3 Attributing changes in organisational capacity to MFS II

Attributing changes in organisational capacity development to MFS II

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

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)?*

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

To address the question of attribution it was agreed that for all the countries in the 5C study, the focus would be on the capability to act and commit and the capability to adapt and self-renew, with a focus on MFS II supported organisational capacity development interventions that were possibly related to these capabilities. 'Process tracing' was used to get more detailed information about the changes in these capabilities that were possibly related to the specific MFS II capacity development interventions. The organisational capacity changes that were focused on were:

• Diversification of funds and reduction of programme costs;

• Improved Strategic Planning.

Diversification of funds and reduction of programme costs falls in the capability to act and commit. Improved strategic planning falls partly in the capability to act and commit and partly in the capability to adapt and self-renew. The organisational capacity change areas that were chosen are based on document review as well as discussions with the SPO and CFA. Each of these organisational capacity changes is further discussed below.

The following issues are discussed for the MFS II funded activities that are related to the above mentioned organisational capacity changes:
a. Design: the extent to which the MFS II supported capacity development intervention was well-designed. (Key criteria: relevance to the SPO; SMART objectives);

b. Implementation: the extent to which the MFS II supported capacity development was implemented as designed (key criteria: design, according to plans during the baseline);

c. Reaching objectives: the extent to which the MFS II capacity development intervention reached all its objectives (key criteria: immediate and long-term objectives, as formulated during the baseline);

d. the extent to which the observed results are attributable to the identified MFS II supported capacity development intervention (reference made to detailed causal map, based on 'process tracing').

Please note that whilst (d) addresses the evaluation question related to attribution (evaluation question 2), the other three issues (a, b and c) have been added by the synthesis team as additional reporting requirements. This was done when fieldwork for the endline process had already started, and therefore inadequate information is available on this. Then again, this wasn't the purpose of this 5c evaluation.

Diversification of funds and reduction of programme costs
The following MFS II capacity development interventions that were mentioned by Woord en Daad were linked to the key organisational capacity, change "diversification of funds and reduction of programme costs":

1. External evaluation of the HIV/Aids project of COUNT by ASK, from 24 June till 2 July 2013 (not planned during the baseline, but mentioned as a capacity development intervention by the CFA during the endline);
2. Outcome studies conducted on Quality of Education by Woord en Daad, with the assistance of Help A Child of India, from 26 till 28 October 2013 (planned during the baseline and mentioned as a capacity development intervention by the CFA during the baseline and endline);
3. 5c workshop December 2013 facilitated by the Regional Coordinator (not planned during the baseline, but details provided during the endline);
4. Methodological guidance by Woord en Daad and the Regional Coordinator (both funded by MFS II) to COUNT (not planned during the baseline, no details provided during the endline);
5. Basic spoken English training in March 2013 (not planned during the baseline and no details provided during the endline);
6. Sponsorship programme conference in May 2013 (not planned during the baseline and no details provided during the endline);
7. Training on WDCAP (a software to track children's information to give regular updates to donors) in October 2013 (not planned during the baseline and no details provided during the endline).

Below the capacity development interventions will be discussed that were either planned during the baseline or not planned during the baseline, but details on the interventions were provided during the endline. The capacity development interventions for which no objectives have been provided during baseline or endline will only be discussed when addressing the attribution question (here: methodological guidance, basic spoken English training, sponsorship programme conference and training on WDCAP).

External evaluation of the HIV/Aids project of COUNT by ASK
Design
The CFA indicated this evaluation as a capacity development intervention as the CFA envisioned that COUNT would learn from and use the results of the evaluation. This specific intervention was not planned for during the baseline by the CFA. Details about the specific design cannot be provided, since this wasn't the focus of this 5c evaluation. The immediate effect of this workshop that the CFA observed was "insight in effects of this programme." The long term effect the CFA expects is: 'improved networking relevant for the programme' as it was one of the recommendations of the evaluation to improve COUNT's network with other NGOs on topic of HIV/AIDS.

These objectives were very relevant for COUNT. During the baseline workshop they formulated three conditions that needed to be in place in order for them to become the leading organization in holistic

development of the tribal belt in India. One of these conditions was to have a strengthened M&E system. Learning from how this evaluation was done and insights into the effects of the HIV/AIDS contribute to this. The long term objective is also very relevant as COUNT formulated a similar goal for itself during the baseline "strengthened networking with like-minded organizations."

These expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

While the CFA indicates that the terms of reference of this evaluation and an evaluation report are available for this intervention, judging whether the intervention was implemented as it was specifically designed was not the focus of this evaluation. This intervention was implemented and the evaluation took place in June-July 2013.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified. The external evaluation of the HIV/AIDS programme came up in the map and narrative on the organisational capacity change: diversification of funds and improved strategic planning. In this regard we can conclude that the experience that staff gained through this evaluation contributed to better accountability to and retention of existing donors which contributed to diversification of funds. The experience the finance manager gained during this evaluation contributed to more efficient fund allocation improved COUNT's strategic planning.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the endline have been achieved. The immediate objective: "insight in effects of this programme," has been achieved according to the CFA as the evaluation generated insight into the quality of the programme and yielded concrete and relevant recommendations for further strengthening of the programme by COUNT. COUNT has formulated a response to the recommendations that shows that all recommendations have received meaningful follow-up. The long term objective does not seem to be reached yet as COUNT will need to link with more NGOs in its HIV/AIDS programme.

Outcome studies conducted on Quality of Education by Woord en Daad, with the assistance of Help A Child of India
Design

The CFA indicated that these outcome studies can be seen as capacity development interventions as they envisioned that COUNT would learn from and use the results of the outcome studies. This intervention was planned by the CFA during the baseline. The immediate expected effect that was formulated was: "Awareness of quality issues among Education staff and management of COUNT." The long term objective was articulated as: "upgrade of quality in the Education programme in a lot of aspects." The CFA has clarified that "upgrade of quality" means to raise the overall mean score for the Education score cards with at least 0.5 point between 2011 and 2015.

Being involved in the outcome studies was relevant for COUNT as they wanted to strengthen their own M&E system and they could learn from the experience. Getting insights into quality issues in the education programme seems very relevant for staff working in that programme as well as for management. The longer term objective to upgrade the quality also seems very relevant as COUNT sees itself as a learning organisation that wants to provide quality services.

The immediate expected effect was not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). The long term objective, however, is formulated in a specific, measurable and time-bound way. The evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

During the baseline this outcome study was planned. It has been carried out in 2011 and in October 2013, it is planned for 2015. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified as explained in the detailed causal map. The outcome studies for the education programme came up in the map and narrative on the organisational capacity change: diversification of funds. In this regard we can conclude that the experience that staff gained through these outcome studies contributed to better accountability to and retention of existing donors which contributed to diversification of funds.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the endline have been achieved. The immediate objective "awareness of quality issues among Education staff and management of COUNT," has been achieved as awareness is raised about the importance of educational quality and concrete insight is provided into the various elements of a school's quality. The CFA regards the follow-up on scorecards by COUNT as sufficient. COUNT is using the quality score card for the education program as a benchmark to reach its annual goals and to upgrade the quality of the schools. The next outcome study in 2015 will have to show if the longer term objective has been reached and whether the education programme's quality has improved by at least 0.5 in various aspects between 2011 and 2015.

5c workshop December 2013 facilitated by the Regional Coordinator

Design

This specific intervention was not planned for during the baseline by the CFA. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. The immediate effect of this workshop that the CFA observed was "COUNT had yet another opportunity to review its strengths, weaknesses, skill gaps, capacity building possibilities etc." The long term effect the CFA expects is: "this also contributes to strengthening the strategic thinking of the organization."

These effects were relevant for COUNT, as during the baseline workshop discussions the organisation formulated the condition "strengthened resource base for sustainability" in order to become the leading organization on holistic development of the tribal belt in India in the next few years. Reviewing their strengths and weaknesses and thinking more strategically about their sustainability was therefore very relevant for COUNT.

These expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

This intervention was not planned for during the baseline and details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Therefore, no judgement can be made on whether this intervention was implemented as designed. However, in the 5C workshop has been implemented in December 2013. No further details can be provided whether this was implemented according to design.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, as explained in the detailed causal map. The 5c workshop came up in the maps and narratives on the organisational capacity changes: diversification of funds and improved strategic planning. In this regard we can conclude that this workshop has contributed to the leader of COUNT becoming more pragmatic which strengthened

COUNT's networks and contributed to attracting new donors. With regard to improved strategic planning, the 5c workshop also contributed to the leader becoming more pragmatic which helped in the development of a strategic phase-out plan for COUNT.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the endline have been achieved. The immediate objective: "COUNT had yet another opportunity to review its strengths, weaknesses, skill gaps, capacity building possibilities etc." has been achieved, as the 5c workshop offered an opportunity to reflect on and review strategic organisational capacities in light of COUNT's current context and expected changes in this context. It was a good exercise for programme and management staff to review the strengths and weakness of the organisation. The long term objective, "this also contributes to strengthening the strategic thinking of the organization" has also already been achieved to some extent, as the leader of COUNT became more pragmatic and started thinking more strategically about COUNT's funding base.

Attribution of observed results to MFS II capacity development interventions
The diversification of funding and reduction of programme costs are taken together as a key organisational capacity change as both of them directly concern the funding situation of COUNT.

The diversification of funding of COUNT was due to generation of income through self-help projects, accountability to and retention of existing donors, and attraction of new donors (please also see section 4.3). The improved accountability to and retention of existing donors can be mostly attributed to MFS II, because Woord en Daad and the Regional Coordinator (both funded by MFS II) provided methodological guidance to COUNT which helped them in improving the quality of their data and data collection process. Through MFS II sponsored evaluations, such as the external evaluation of the HIV/Aids project and the outcome studies for the education programme, helped COUNT to gain experience in being accountable to existing donors. This can be seen in the detailed causal map and narrative on COUNT's diversification of funding and reduction of programme costs in 4.3.1. Staff skills in communicating with and reporting to donors also increased because trainings that were planned for during the baseline and that were funded by MFS II: basic spoken English training in March 2013, Sponsorship programme conference in May 2013 and a training on WDCAP (a software to track children's information to give regular updates to donors) in October 2013. In terms of attracting new donors, this can only partly be attributed to MFS II, as improved staff skills to report and communicate to donors due to the previously mentioned trainings led to attracting new donors, but strengthening their networks played a more important role. While COUNT's involvement in their networks is not directly funded by MFS II, working with Woord en Daad has given them the opportunity to network with other Woord en Daad partners and through their HIV/AIDS programme become part of the Health Bridge Alliance Network. The Viva and Blossoms networks are two other important networks for COUNT that do not seem to be directly based on the work they do with Woord en Daad. There was one other training funded by the Blossoms network together with VIVA in April 2014 called "Quality Improvement Systems" to strengthen COUNT's networks with other organisations. Improved networks can also be attributed to the leader becoming more pragmatic in looking for new funding sources. The leader became more pragmatic and proactive because of the changing funding situation in which Woord en Daad is phasing out and the gaps that were identified during the 5c Workshop, funded by MFS II, in December 2013. All in all, MFS II played a large role in COUNT's accountability to and retention of existing donors, but they played a lesser role in attracting new donors as explained above. In income generation through self-help projects there was no direct link to MFS II funding, except for the phasing out of Woord en Daad by 2020 leading COUNT to look for diversified funding sources.

The reduction of programme costs is due to: closing down of Agape hostels, outsourcing of JBS programme to Word and Deed India and self-support courses. The outsourcing of the JBS programme to one of the partners of Woord en Daad was possible was due to Woord en Daad linking COUNT up to their partners in India. While these initiatives were triggered by Woord en Daad phasing out their support by 2020, they were not directly an effect of any of the MFS II supported capacity building interventions.

All in all, diversification of funds and reducing programme costs can be only partly attributed to MFS II supported capacity development interventions, which have played a relatively important role in improving the funding situation of COUNT, particularly in terms of accountability towards and retention of existing donors .The other areas to which diversification of funds can be attributed (generation of income through self-help projects; and attracting new donors) can to a lesser extent be attributed to MFS II support for capacity development for the organization. In the case of generation of income through self-help projects, the link with MFS II is more indirectly through the phasing out of Woord en Daad by 2020. For attracting new donors the link is through improved communication with donors, which can be attributed to MFS II but more importantly due to COUNT strengthening its networks which can only indirectly, through the changing funding situation, be attributed to MFS II. Then there is the reduction of programme costs, which plays a less important role than the diversification of funding in terms of improving the financial sustainability of COUNT. For the reduction of programme costs there is no link to MFS II supported capacity development interventions, although the changing funding situation, also in terms of MFS II has been one of the underlying factors influencing all of these changes. The income generation through self-help projects and attracting new donors were the most important in terms of diversifying COUNT's funding. The accountability to and retention of existing donors which can be attributed to MFS II supported capacity development interventions played a less important role for diversifying COUNT's funding. The attracting of new donors can be partly attributed to MFS II supported interventions as explained above.

Improved Strategic Planning

The following MFS II capacity development interventions were mentioned by Woord en Daad and are linked to the key organisational capacity change "Improved Strategic Planning" (please also see section 4.3):

1. TVET Score Card Assessment March 2013 (planned during the baseline and mentioned as a capacity development intervention by the CFA);
2. Phase out Strategy Workshop in March 2013 (not planned during the baseline, but details provided during the endline);
3. Sustainability Strategy workshop facilitated in May 2013(not planned during the baseline, but details provided during the endline);
4. 5c workshop in December 2013 facilitated by the Regional Coordinator (not planned during the baseline, but details provided during the endline);
5. Appointment of the regional coordinator by W&D (not planned for during the baseline, not details provided during the endline);
8. External evaluation of the HIV/Aids project of COUNT by ASK, from 24 June till 2 July 2013 (not planned during the baseline, but mentioned as a capacity development intervention by the CFA during the endline);
9. Outcome studies conducted on Quality of Education by Woord en Daad, with the assistance of Help A Child of India, from 26 till 28 October 2013 (planned during the baseline and mentioned as a capacity development intervention by the CFA);
6. Methodological guidance by Woord en Daad and the Regional Coordinator (both funded by MFS II) to COUNT (not planned during the baseline, no details provided during the endline);
7. Basic spoken English training in March 2013 (not planned during the baseline and no details provided during the endline);
8. Sponsorship programme conference in May 2013 (not planned during the baseline and no details provided during the endline);
9. Training on WDCAP (a software to track children's information to give regular updates to donors) in October 2013(not planned during the baseline and no details provided during the endline).

Since the design, implementation and reaching objectives questions for the 5c workshop, external evaluation HIV/AIDS project and outcome studies for the education programme were already discussed in detail under the organisational capacity change concerning the Diversification of funds and reduction of programme costs, this was not repeated under this capacity change. However, it will be discussed in the following part of the attribution of observed results to MFS II capacity development interventions. In addition, the interventions will be discussed that were either planned during the baseline or not planned during the baseline, but details on the intervention were provided

during the endline. The capacity development interventions for which no objectives have been provided during baseline or endline will only be discussed when addressing the attribution question (here: appointment of the regional coordinator, methodological guidance, basic spoken English training, sponsorship programme conference and training on WDCAP).

TVET Score Card Assessment March 2013
Design
The CFA indicated that this score card assessment can be seen as a capacity development interventions as they envisioned that COUNT would learn from and use the results of the assessment. This intervention was planned for by the CFA during the baseline. In the TVET Score Card Assessment, every two years scores are given to a number of indicators for the quality of the programme after which there is discussion between the external evaluator and COUNT's staff and action points are formulated.   The immediate expected effect that was formulated was: "Awareness of quality issues among TVET staff and management of COUNT." The long term expected effect was articulated as: "upgrade of quality in the TVET programme in a lot of aspects." The CFA has clarified that "upgrade of quality" means to raise the overall mean score for the Education score cards with at least 0.5 point between 2011 and 2015.

Being involved in the TVET Score Card Assessment, was relevant for COUNT as they wanted to strengthen their own M&E system and they could learn from the experience. Getting insights into quality issues in the TVET programme seems very relevant for staff working in that programme as well as for management. The longer term objective to upgrade the quality also seems very relevant as COUNT sees itself as a learning organisation that wants to provide quality services. It was a good moment in the programme to do this assessment, after an earlier assessment in 2011, this allowed staff to notice the changes and work on a quality improvement plan.

The immediate expected effect was not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). The long term objective, however, is formulated in a specific, measurable and time-bound way. The evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation
During the baseline this assessment was planned. It has been carried out in 2011 and in March 2013, and it is planned for 2015. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation. However, what can be said is that the TVET scorecard assessment took place in March 2013 as the scorecards of 2011 and 2013 have been made available to the evaluation team.

Reaching objectives
The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, as explained in the detailed causal map. The TVET scorecard assessments came up in the map and narrative on the organisational capacity change: improved strategic planning. In this regard we can conclude that these assessments were useful as staff gained experience through these assessments and improved their skills in data collection and reporting.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the baseline have been achieved. The immediate objective of this intervention has been reached. Staff members of COUNT were able to review the bottlenecks in the TVET programmes and take steps to further improve it during the coming year. From 2011 to 2013 there were already some improvements in COUNT's quality score. The next assessment in 2015 will have to show if the longer term objective has been reached and whether the TVET programme's quality has improved in various aspects since 2013.

Phase out Strategy Workshop in March 2013

Design

This specific intervention was not planned for during the baseline by the CFA. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. The immediate effect of this workshop that the CFA observed was "the learning being turned into action plan." The long term effect the CFA expects is: "understanding the importance of making TVET as a sustainable programme for continuation of this programme after phasing out of Woord en Daad."

These effects were relevant for COUNT, as during the baseline workshop discussions the organisation formulated the condition "strengthened resource base for sustainability" in order to become the leading organization on holistic development of the tribal belt in India in the next few years. Being involved in this strategy workshop and looking at ways to make TVET a sustainable programme is very relevant for the overall sustainability of the organisation.

These expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

This intervention was not planned for during the baseline and details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Therefore, no judgement can be made on whether this intervention was implemented as designed. However, it can be said that the phase-out strategy workshop did take place in March 2013. No further details about design have been shared and can be assessed.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, as explained in the detailed causal map. The Phase-out strategy workshop came up in the map and narrative on the organisational capacity change: improved strategic planning. In this regard we can conclude that this workshop (together with other events) contributed to the development of a phase-out strategy.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the endline have been achieved. The immediate objective: "the learning being turned into action plan," has been achieved as a well-discussed phasing out strategy has been developed and mutually accepted as a viable route towards 2020. The long term objective: "understanding the importance of making TVET as a sustainable programme for continuation of this programme after phasing out of Woord en Daad," has also been achieved as strategies were developed to make TVET sustainable and these were included in the Strategic Phase-out plan of COUNT. Strategies included the sourcing out of the JBS component to WDI and some income generating activities.

Sustainability strategy workshop May 2013

Design

This specific intervention was not planned for during the baseline by the CFA. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. While the Phase out Strategy Workshop in March 2013 coincided with the TVET Score Card Assessment and focussed mainly on how to make the TVET programme sustainable, the sustainability strategy workshop in May 2013 also looked at the education programme and more at the overall sustainability of the organisation. The immediate effect of this workshop that the CFA observed was "COUNT could come out with a written strategic plan document. It could objectively look at goals, various constraints, options and the way forward." The long term effect the CFA expects is: "the workshop contributes to sharpening the strategic planning skills in the SPO, especially that of the leadership."

These effects were relevant for COUNT, as during the baseline workshop discussions the organisation formulated the condition "strengthened resource base for sustainability" in order to become the

leading organization for holistic development of the tribal belt in India in the next few years. Being involved in this strategy workshop an developing a strategic plan was very relevant for the overall sustainability of the organisation.

These expected effects were to some extent formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). The immediate effect is specific, measurable and relevant: coming up with a strategic plan. Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

This intervention was not planned for during the baseline and details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Therefore, no judgement can be made on whether this intervention was implemented as designed. However, it can be said that the sustainability strategy workshop did take place in May 2013. No further details about design have been shared and can be assessed.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, as explained in the detailed causal map. The sustainability strategy workshop came up in the map and narrative on the organisational capacity change: improved strategic planning. In this regard we can conclude that this workshop (together with other events) led to the development of a phase-out strategy.

Though not the focus of this evaluation, we can conclude to some extent whether the expected immediate and long-term objectives of this intervention as formulated during the endline have been achieved. The immediate objective: "COUNT could come out with a written strategic plan document. It could objectively look at goals, various constraints, options and the way forward," of this intervention has been reached. Staff members of COUNT reviewed their achievements during 2012-2014 and gaps, risk factors and challenges were traced out. Income generation activities and action point were set that resulted in the phase out plan till 2020. It was observed by the CFA that the long term objective of the leader sharpening his strategic planning skills was achieved. He now strategises more and is more outward looking on how to obtain alternative funding. The implementation of the sustainability plan is still in its early stage. COUNT is downsizing itself to focus more on sustainability of programs and projects.

Attribution of observed results to MFS II capacity development interventions

The improved strategic planning of COUNT which also was one of the key organisational capacity changes that COUNT experienced over the last two years can to a large extent be attributed to MFS II funded organisational capacity development support. COUNT improved their strategic planning because of the development of a phase-out strategy, improved staff skills in data collection and reporting, more efficient project fund allocation and more participatory management (see also section 4.3.2).

The development of a phase-out strategy can be attributed to MFS II funded capacity development interventions. Woord en Daad organised various workshops: the 5c workshop in December 2013, phase out strategy workshop in March 2013 and the sustainability strategy workshop in May 2013 that all had the objective to identify challenges for COUNT and come up with strategies to allow the continuation of its programmes (in particular the education and TVET programme) after phasing out of W&D in 2020. Also the appointment of the regional coordinator, who was appointed and funded by W&D was an important intervention to support COUNT's organisational capacity, since he helped a lot in developing this phase-out strategy.

The second underlying reason for improved strategic planning: improved staff skills in data collection and reported can also largely be attributed to MFS II funded capacity development interventions. It was because of the methodological guidance of the regional coordinator and W&D staff trainings funded by MFS II (as mentioned above on communicating and reporting to donors) and experience gained through MFS II capacity development interventions (the TVET assessment mentioned here, and

the HIV/AIDS and Education evaluations mentioned earlier) that COUNT staff improved their data collection and reporting skills.

More efficient project allocation, which was another explaining factor for improved strategic planning , was due to the finance manager gaining skills in this through being involved in the MFS II funded HIV/AIDS programme evaluation. The finance manager was involved in the discussion of the evaluation results and learned about where the funds are most needed within this programme.

Finally the participatory management cannot be attributed to MFS II funded capacity development interventions, but was triggered by the absence of mentoring support from W&D (before the appointment of the Regional Coordinator). The leader of COUNT, in the absence of this support, formed a core group to help him in participatory planning and decision making which led to more participatory management and finally to improved strategic planning. All in all, improved strategic planning can be largely attributed to MFS II supported capacity development interventions, in the important role they played in terms of the development of a phase-out plan, improved staff skills in data collection and reporting, and more efficient project fund allocation can be attributed to MFS II funded capacity development interventions .

The development of a phase-out plan, improved staff skills in data collection and reporting, and more efficient project fund allocation were the most important in terms of improving strategic planning. The participatory management played a less important role. Therefore the role of MFS II has in these first three issues has more weight and most of the improved strategic planning can be attributed to MFS II.

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Summary of Scorecards participation and quality of schools.docx
Summary of Scorecard St Johnschool.docx

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5c endline_assessment sheet_Dutch co-financing organisations_India_COUNT_WoordenDaad CvB SN
WB_NB_interview - response WB.docx
5C endline_support to capacity development sheet_CFA perspective_India_COUNT_WoordenDaad SN
WB_NB_interview - response WB.docx
Annex L_5c endline interview guide_subgroup_management_selected indicators.docx
Interview _ Rev M. Andrews.docx

5c endline interview guide_OD consultants_selected indicators_COUNT.docx
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5c endline self-assessment sheet_admin HRM staff_India_COUNT_NB.docx
Training Questionnaires:

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    - Mr. Babu Rao.jpg
- Outcome studies by Woord & Daad with assistance of Help a Child of India
    - K. Samuel.jpg
    - Mrs. Susheela.jpg
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    - K. Bhagya Bhavani.jpg
- Sustainability strategy workshop facilitated by Leen Stok and Samuel Nirmal
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Annex K_5c endline workshop_key changes and factors_SPO perspective_country_name COUNT.docx
ATTENDANCE SHEET for COUNT 2-4 JUNE Workshop.docx

List of Respondents

COUNT staff:

SL.NO	NAME	DESIGNATION	2nd June	3rd June	4th June
1.	Dexter T.J. Gollapalli	Executive Director	Present	Present	Present
2.	Mrs. Sushila	Coordinator (Agape Home)	Present	Present	Present
3.	Mrs. Shanthi	House Parent	Present	Not selected for PT	Not selected for PT
4.	Mrs N Mary	House Parent	Present	Not selected for PT	Not selected for PT
5.	Mrs. Neerja Neel	Teacher	Present	Not selected for PT	Not selected for PT
6.	Mrs K BhagyaBhavani	Teacher	Present	Not selected for PT	Not selected for PT
7.	Mr N Devdas	Teacher	Present	Not selected for PT	Not selected for PT
8.	Mr. K. Samuel	Coordinator – Education	Present	Present	Present
9.	N SudhirSudhakar	Principal, St. John High School	Present		
10.	Mr. B. Babu Rao	Finance Manager	Present	Present	Present
11.	Mr. K. Santosh William	HR	Present	Present	Present
12.	Mrs. Deena Dexter	Manager – Project and Programs	Present	Present	Present
13.	Mr. Z. Vijay Kumar	Coordinator - Adopt Department Homes	Present	Present	Present
14.	Mr. A. Prabhakar	Coordinator Basic Needs	Present	Present	Present
15.	Mr. S. John	House Parent and Area Leader	Present	Present	Present
16.	Rev. M. Andrews	Supervisor – Agri. Self-Help Project.	Present	Present	Present
17.	Rev. Elisha	House Parent (Gujrat Field)	Present	Present	Present
18.	Joshua V K	Principal – St. Zechariah's High School and Field leader	Present	Present	Present

CFA

Wim Blok, Manager Result management and Learning at Woord en Daad. Interviewed on 21 March 2014.

Samuel Nirmal, Regional coordinator India for Woord en Daad. Interviewed on 21 March 2014, by skype by evaluator at CDI.

Others

Bishop John, Founder member, Mentor. Interviewed on 3 June 2014.

Theeba John, Founder member, Mentor. Interviewed on 3 June 2014.

Samuel Nirmal, Regional coordinator India for Woord en Daad on 1st August 2014 by evaluators of IDF.

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.[7] 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.

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[7] 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.

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.

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.

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: ....
    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[8]

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

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).
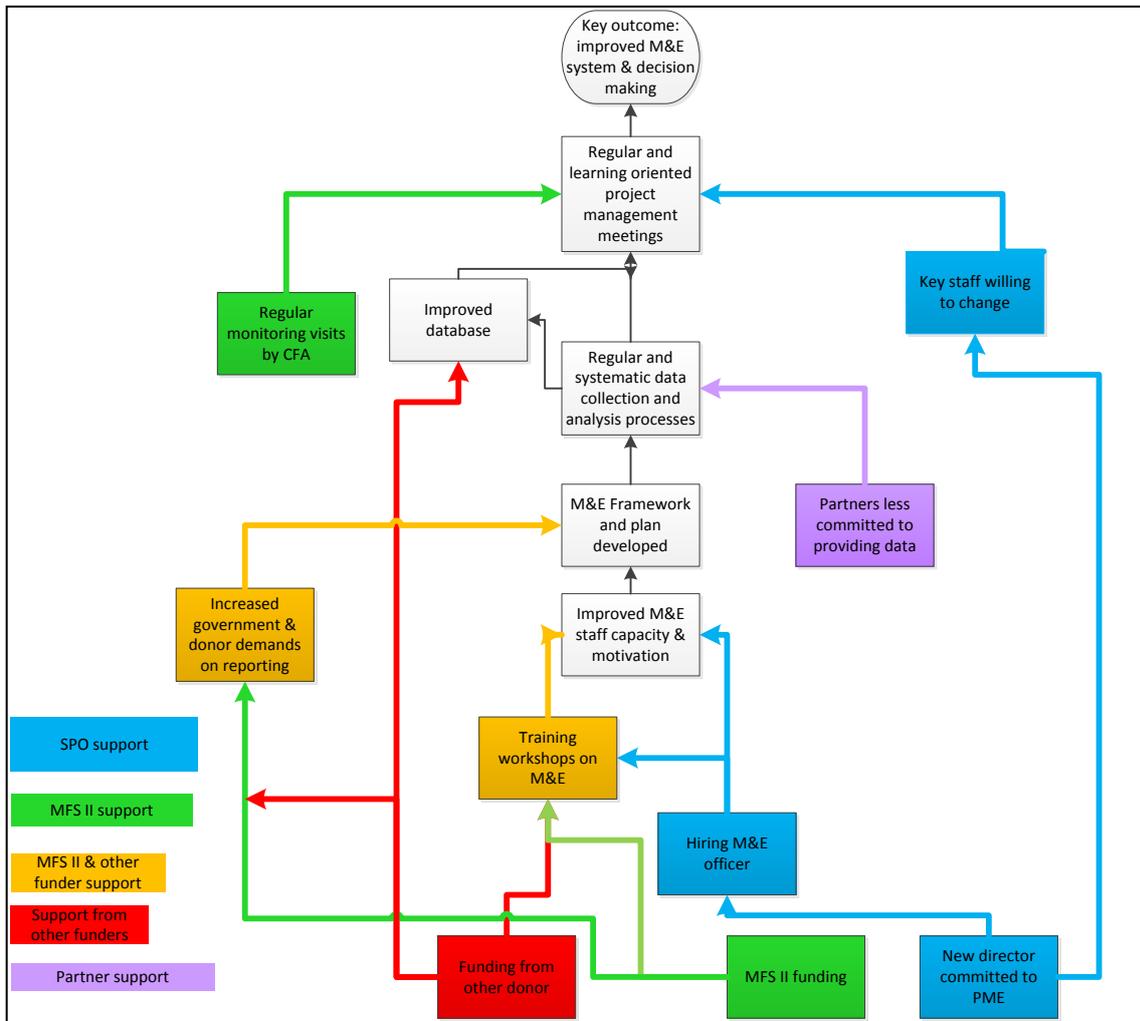
Figure 1   *An imaginary example of a model of change*

*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.

<u>5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process:</u> 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.

There has been a slight improvement in the leader since the baseline. While the leader continues to be passionate, sensitive and guided by the Founder members as well as the board members, the leader has become more pragmatic and proactive especially towards strengthening COUNT's resource base. He is now focussing on strengthening networks and approaching new donors. The leader has also taken up several initiatives to develop self-help projects for sustainability of the organisation as well as trying to reduce costs of the existing programmes. The leader introduced "transferred kids programme" as an experiment in 2012, whereby children who were staying in hostels left the programme after COUNT told their parents about the phase-out strategy of Woord en Daad to prepare them. The openness of the organisation did not favour COUNT as the parents dropped their children from the programme and continued their education in their own areas. COUNT continued to give them financial support until they were dropped from the sponsorship support for the year. This programme did not yield the desired results but reflects the willingness to be creative and pro-active on the part of the leadership as well as his risk taking capability. The top leadership is open to change and is taking all efforts to manage change. He has been motivating the staff to undergo trainings and increase their capacities so that they not only perform better but also have better opportunities in the future. He has formed a management core group to advise and guide him and together they work strategically to achieve their goals. There is however still a need for strengthening the second line leadership. While the core group gives inputs and feedback on plans and strategies, none of the members can step into the shoes of the leader in case of need.

The phasing out of funding by Woord en Daad (W&D) by 2020 has triggered the need for COUNT to be self-dependent and this triggered the change in leader leadership style.

Score baseline: 4

Score endline: 4.5 (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

There has been a slight improvement since the baseline for this indicator. The Board members are more involved in helping the leader to make important and strategic decisions based on the founding vision and mission. The Leader conducts frequent meetings to discuss operations and strategically plan to reach the programme objectives. He also ensures that internal monitoring systems have improved and the staff is always connected with him and with each other.

The leader continues to provide clear strategic directions to his programme staff and they can call him for any clarifications. Both the director and staff are all aware of the need for change and are motivated to work on it. Steps are taken to move into a direction of more self-support and sustainability in the long run. The director participated in leadership trainings and by being involved in organisational capacity and quality assessments this has all contributed to an improvement in terms of strategic guidance.

Score baseline: 3

Score endline: 3.5 (slight improvement)

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

This is about staff turnover.

Staff turnover continues to be low. The staff is dedicated and loyal to the leader as well as the organisation. The staff continues to remain committed to the organisation because of their internal calling and love for the ministry.

Score baseline: 5

Score endline: 5 (no change)

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

There has been no change in the organisational structure since the baseline except for the fact that the leader has formed a management core group. The leader realised that in absence of mentoring support from W&D NL he would have to look for help and guidance within COUNT. In 2013, he formed a core group comprising of experienced members of the staff for participatory planning and decision making.

The staff at COUNT is aware of the organisational structure. Hard copies of the organogram (separate for Agape Homes and St. John's High Schools for programme Education, Job and Income) were shared with the evaluation team during the baseline. The administrative manual which gives details of the administrative structure was also shared with the evaluation team during the endline.

Score baseline: 4

Score endline: 4 (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.

In each of its programmes COUNT has articulated strategies that are based on good situational analysis and may be revised based on M&E findings. For its HIV/AIDS programme COUNT has identified, articulated and adopted certain strategies to achieve the long term goals. In this regard, the organisation developed outcomes and indicators and designed interventions. Programme participants are more or less clear on long-term goals; the programme has identified measurable indicators of success, and formulated actions to achieve goals.

Another example, from COUNT's education programme, is that the organisation based on the phase-out plan of W&D NL decided to take steps for the sustainability of this programme. In the period 2013-2014, W&D NL sponsors 604 children. The plan is to continue supporting 550 children through Churches, self-help projects and other local support after W&D NL gradually phases out in 2020. During the phase-out period, children who drop out of school will be supported by COUNT for one year with school books and stationary through COUNT's agriculture projects. They will also be encouraged to join the government school or hostel to continue their education. The plan was that each year COUNT would close down one or two homes in the different districts of Andhra Pradesh and focus on continuing the child care, whilst having the education programme only at the headquarters in Hyderabad. However, unexpectedly COUNT has had a large number of school dropouts in the last year. This led COUNT to reduce the number of children being phased out of the program.

For the TVET programme, the strategy of coping with W&D NL's phase-out plan includes letting students pay a small fee for the training and focus more on income generating activities, linked to the programme (e.g. repairing work and stitching school uniforms).

Score baseline: no information available

Score endline: 3

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.

COUNT continues to make annual plans for all programmes separately. This was evident from the hard copies of the plan for the period 2011 to 2015, which was shared with the evaluation team. Objectives, planned results, activities, issues and approaches have been outlined in detail in the plan documents and continue to ensure that day to day operations are in line with the strategic plan. Sometimes there may be changes in the plan but these are due to circumstances that are beyond control. Further to this, there is support from the Regional coordinator, appointed by W&D NL, to develop annual plans strategically with a specific focus on sustainability. This was absent in the baseline. The improvement in the internal reporting systems, training of the staff and improvement in programme operations after the quality assessments conducted by the donor has further helped in aligning the day to day operations with the planning process.

Score baseline: 4

Score endline: 4.5 (slight improvement)

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.

Staff commitment to the organisation has not changed since the baseline. The leader has been motivating the staff to undergo trainings and increase their capacities so that they not only perform better but also have better opportunities in the future. Woord en Daad too has given capacity building trainings for further skill development: teacher training programme, training in spoken English, personality development, child psychology, child rights, and web based training for sponsorship department. Thus capable and skilled staff is available for most positions. There has been a slight improvement in the communication skills, but there continues to be a gap, which the organisation is striving hard to bridge. COUNT also needs further skills development among its staff in the area of technology. These two skills in turn, are to be imparted to the students in the current competitive environment in the job market.

Score baseline: 3

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

There has been a slight improvement in this indicator. In the baseline it was found that in the few training sessions that the staff was exposed to, the training was in English and since the training material provided to them was not in their mother tongue it became difficult for the staff to get the most out of the training. Some of these gaps were addressed in the last two years through the following:

- Even though training material is given in English, Telugu translation has been given on child protection policy and child rights;
- Basic spoken English training for the purpose of improving communication skills with the donors as well as for better report writing;
- Sponsorship programme conference in May 2013 in the Netherlands by W&D NL. The aim of the conference was to strengthen the sponsorship programme by improving communication with the donors using new methods and thereby improving accountability with the donors, to teach how to make personal development plans, to increase awareness of the changing global economic scenario and to train in WDCAP Adoption programme 2.0 version software for better reporting on the status of the children;
- Training of the house parents by adoption/sponsorship department to assist the children in writing innovative greeting letters, providing interesting information and taking pictures for a regular update of the children to the donors and for improving accountability;
- Training on WDCAP programme in October, 2013 by W&D, NL. This is software for tracking child information and enables COUNT to provide regular updates to the donor;
- In May 2014, COUNT organised a two-day seminar on "Caring Leadership" conducted by the Christian Institute of Counselling, Person to Person. The training focused on several issues, such as work ethics, commitment to their call, inter-personal relationships, stress and anger management, leadership, integrity and team work.

Trainings have been based on organisational level needs and are not based on individual capacity building plans or capacity assessments.

Score baseline: 2

Score endline: 2.5 (slight improvement)

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.

There has been no change in the motivation levels of the staff. Most of the staff of COUNT came in as children from underprivileged families and grew up in the Agape homes. The staff are motivated by the vision and mission of COUNT. Also, they feel that by working for children they are fulfilling God's will. There is also a great degree of freedom at work. In spite of the social threat and low salaries they are working with devotion and modesty. However there is a slight improvement in terms of monetary incentives with annual increments, recognition of hard working staff and awarding them with special increments, rewarding the staff with special provisions like mobile phones, medical allowances for some etc. The staff is covered by accidental insurance and regular trainings, which add further to the motivation levels.

Score baseline: 4

Score endline: 4.5 (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.

COUNT has been funded by W&D NL since 1991. For decades, COUNT had no need to look beyond its funding partner Woord en Daad to relate and attract resources – at least for its financial resources. This in turn, made the organisation an inward looking one and the only other relationship was with the local government and regulating authorities. However, with the phasing out of Woord en Daad and the changing donor environment, COUNT is now focussing on its financial sustainability. In the last two years there has been a slight improvement in the organisation's effort to ensure funding from multiple sources. It is doing so by approaching new donors on its own or through networks, self-help projects and by reducing costs of the existing programmes. Having said that, COUNT has started attracting funds from the Free Methodist Church, USA and it also continues to receive funds from Word & Deed Canada.

COUNT has also undertaken self-help projects such as utilising its land for agricultural and kitchen gardening purposes, cultivating their own crops and vegetables to support its interventions. Similarly, there is an ongoing dairy programme that meets institutional needs and generates resources for its interventions. COUNT has also set up schools (both English and non-English medium), a Vocational training College, a Bachelors of Education College for Teacher Training and a college for Masters of Computer Application (MCA (2006 and MBA started in 2009)). These colleges help generate resources from fees paid by non-COUNT students. In order to make the education programme more sustainable, COUNT has been motivating the parents of the children to pay a small amount in cash or kind towards the education programme annually according to their financial ability and partake in sharing responsibilities. The schools of COUNT in Secunderabad and Jala are also collecting a small amount of monthly tuition fee and transport fee from the children from surrounding villages. These amounts are being used towards the school maintenance and any other miscellaneous expenses. Some of the graduates from the higher education programme who have now found jobs are willing to contribute a small amount towards the education programme, at least for a few months. The programme also at times receives gifts in cash and kind from overseas guests, and other locals towards the education programme which will remain as a source of income. To further ensure sustainability of the Adoption/Education programme, a draft version of the sustainability plan is going to be developed for the years 2014-2020. In view of the gradual decrease in the number of children in the programme, COUNT aims to decrease the number of children in Agape homes and/or possibly close down one or two homes which are spread out in the districts of Andhra Pradesh. The profits from the agriculture projects will be used for students who are dropped out of school each year and they will be supported for one year with books, stationary and clothes and motivated to join government schools and hostels so that they will continue with their education.

Currently, COUNT is relying mostly on funding by Woord en Daad. The director realises that their donor base would reduce in due course of time and is thinking of reaching out to the corporate sector as well.

Score baseline: 2

Score endline: 2.5 (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.

There has been a slight improvement in terms of funding procedures. The senior management is mainly involved in fundraising but there seems to be no written procedures for exploring new funding opportunities. However, the staff provides support in terms of showcasing COUNT's work which the senior management can use to approach donors. As an example the Sponsorship programme conference in May 2013 in the Netherlands by W&D NL. This conference aimed at strengthening the sponsorship programme by improving communication with the donors using new methods and thereby improving accountability with the donors. Furthermore, participants increased their awareness of the changing global economic scenario and were trained in WDCAP Adoption programme 2.0 version software[9] for better reporting on the status of the children to donors.

Donor mapping has been done and alumni have been identified. For a certain category of students the government gives scholarships and since COUNT works with scheduled tribes' students who are entitled to receive these scholarships COUNT tried to negotiate, and make applications to the government so that the students can access these entitlements.

Score baseline: 2

Score endline: 2.5 (slight improvement)

Summary of capability to act and commit

The phasing-out of funding by Woord en Daad (W&D) by 2020 has led to a variety of changes in COUNT's capability to act and commit. First of all, the leader has become more pragmatic and proactive in terms of strengthening COUNT's resource base: he is approaching new donors, strengthening networks and takes initiative to develop new income generating projects. Board members are now more involved in helping the leader make important strategic directions. Secondly, the phasing-out plan has led to more articulated strategies directed towards the sustainability of the different programmes of COUNT after W&D funding ends. Thirdly, there has been a slight improvement in ensuring funding from multiple sources. COUNT started receiving funds from the Free Methodist Church, USA, through the Director's and Founder Member's contacts with this church. COUNT also continues to receive funding from Word and Deed Canada and has started to focus more on generating income from self-help projects. There are still no written funding procedures in place and most of it is in the hands of senior management.

Staff turnover remains low as staff of COUNT is still dedicated and loyal to the organisation, whilst monetary incentives have increased (annual increments, recognition of hard working staff, mobile phones, and medical allowances). Furthermore, some of the gaps (e.g. language barrier) in training opportunities have been addressed. For most positions capable and skilled staff is available. However, there remains to be a slight gap in communication skills in English and technological skills needed to train the students. The organisational structure of COUNT has not changed, except for the fact that

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9WDCAP is an online programme developed by W&D, Netherland to connect all its partners in a central server to store documents, generate and save reports. Each partner has been given independent user ID and password. They have to follow the browser link (www.wdcap.woordendaad.nl) and login on the given ID and password to access and upload documents. his can facilitate the partners to avoid loss of data.

the leader has formed a management core group to assist him in planning and decision making in absence of mentoring support from W&D. There is now support from the regional coordinator, appointed by W&D, to develop annual plans with a strategic focus on sustainability. Also the internal reporting system has improved which leads to better alignment between day-to-day operations and strategic plans.

Score baseline: 3.3

Score endline: 3.6 (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).

The systems of planning, monitoring and reporting exist in COUNT but the monitoring and evaluation is mostly restricted to the activity level. The staff still discusses problems they encounter in their day to day operations and decisions to overcome these problems are undertaken at the organisational level by the Director. There continues to be a need for COUNT to focus on results by linking activities to outputs and outcomes. This was found not only in the baseline but also in a mid-term evaluation of the ongoing Woord en Daad supported basic needs programme being implemented by COUNT in the last three years (2010-2013).

The evaluation revealed that the programme was able to establish a few monitoring mechanisms at the management level. For example, the use of an annual activity plan, monthly and annual questionnaires filled by pastors as well as the management's visit to the field. However, at the field level there were no proper monitoring mechanisms found and community engagement in planning and monitoring of the programme is low. The follow up of the monitoring at the community level by the pastors or the Change Agents was found not to be effective. Furthermore the lack of a baseline study makes it hard to measure changes in level of HIV/AIDS awareness. This all affects the ability to understand gaps and problems in the programme and limits the scope for improving consecutive plans. In the basic needs programme the organisation is currently focussed on 'activity achievement' rather than 'result achievement'.

The Education and TVET programme, both funded by W&D, have a results framework which outlines indicators on activity, output and outcome level, including instruments for measurement. A baseline was conducted in 2011 and in October 2013 an external consultant together with Help a Child of India conducted a second round of outcome studies. Being involved in these outcome studies together with the methodological guidance of W&D has helped COUNT in its ability to collect information on outcomes.

Score baseline: 3

Score endline: 3.5 (slight change)

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.

There is no trained M&E person in the staff. During the baseline, COUNT and Woord en Daad were looking into the option of hiring an external PME expert whose guidance could be shared across all partners supported by Woord en Daad but this proposal to hire an expert jointly with Word and Deed India did not materialise. Though there is no change in the individual competencies since the baseline their capacity to collect and reflect on outcome information has increased due to involvement in outcome study in 2013. COUNT is willing to collaborate with local consultants to help them do part of data collection and has received methodological guidance of W&D.

Score baseline: 2

Score endline: 2.5 (slight 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 a slight improvement in terms of M&E for future strategies since the baseline. Generally, advice from M&E is followed and this influences strategic planning. The regional coordinator, appointed by W&D, provides feedback on the annual plans of COUNT and tries to make sure that learning from M&E is used in these plans. For example, a discussion on the outcome study on quality of education reveals that the reasons for lack of progress, and difference in the performance of the schools in two different locations were analysed and will be used for the next phase of the programme. However, in the Basic Needs programme a lack of proper field level monitoring mechanisms makes it hard to understand the actual achievements and problems in the programme which reduces scope for M&E to be used for improving plans and future strategies.

Score baseline: 3

Score endline: 3.5 (slight improvement)

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 programmes; and, if so, how regular these meetings are; and whether staff are comfortable raising issues that are problematic.

There has been a slight improvement in this indicator. Regular department-wise staff meetings take place to plan and implement programme objectives and share concerns. Most of these meetings are documented formally and shared with the Director. At the same time there continue to be informal meetings; where and whenever a staff member has a problem he/she can discuss it with the director and other colleagues. The Director is still always accessible to the staff and can be called even in the middle of the night in case of an emergency.

The minutes of such an internal reflection meeting were shared with the evaluation team. A discussion on the outcome study on the quality of education revealed that the reasons for lack of progress, and difference in the performance of the schools in two different locations were analysed.

Score baseline: 2

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 programme are welcomed and used.

The staff is always encouraged to express their ideas and this motivates staff to share their views on implementation of objectives. During both the baseline and the endline workshops, the director encouraged the staff to express their views freely. The top management is open to change and makes all efforts to hear views, ideas, experiences, concerns and grievances of their staff. The staff has access to the management at all times. However, while some ideas and suggested changes are accepted others may not be considered due to others factors.

Score baseline: 4

Score endline: 4 (no change)

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 organisation.

There is a slight improvement in terms of having a system to track the environment. The director keeps track of all the issues that may affect the functioning of the organisation. He gets these updates from the board members, field staff and interstate coordinators who reflect views of the beneficiaries and through the organisation's networks. The leader has developed new networks for sharing and learning and keeps regular contact with like- minded organisations. W&D informs COUNT about the changing donor environment and attitude of the international community when it comes to the development sector in India. The organisation itself also ensures keeps abreast of the latest developments in the society and at State level. There is no formal system to track trends and developments in the environment.

Score baseline: 3

Score endline: 3.5 (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.

Meetings are conducted to remain in touch with stakeholders: partners, poor children (through feedback from teachers and regular visits to children in schools) and local level leaders. COUNT tries to be more open to its stakeholders for example through involving parents and teachers in quality assessment of the education programme. The staff still has a list of persons from different organisations who can be contacted in times of need. However, an evaluation of the health programme of COUNT revealed that community participation and engagement has been found to be low in the planning and monitoring of the programme. The general community's knowledge about the entire programme is also low and it is very important for COUNT to understand their perspective and needs.

Score baseline: 3

Score endline: 3 (no change)

Summary of capability to adapt and self-renew

Though there has been some learning on collecting information on output and outcome level from being involved in outcome studies for the Education and TVET programme, the monitoring and evaluation of COUNT remains to be focussed on the activity level. Intentions to hire a PMEL expert jointly with Word and Deed India did not materialise. COUNT now receives methodological guidance from the regional coordinator, appointed by W&D, and is still willing to collaborate with local consultants. While COUNT has discussions about results of evaluations to inform future phases of the programme and receives support in this from the regional coordinator, lack of proper monitoring mechanisms and community engagement at the field level lead to gaps in understanding of the actual accomplishments of the programme and thus scope for M&E informing future strategies is limited. COUNT tries to be more open to its stakeholders for example through involving parents and teachers in quality assessment of the education programme. However, an evaluation of its health programme found that community participation has been found to be low in the planning and monitoring of the programme.

Though staff has access to management at all time to informally discuss ideas, problems and be heard, there are now also regular department-wise staff meetings which are documented formally to inform the Director. The changing donor environment has triggered a need to keep abreast about the latest developments in the society, at state level and in the international community, which COUNT does through its networks and through its main funder: W&D.

Score baseline: 2.8

Score endline: 3.2 (slight change)

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.

Since the baseline, there has been a slight deterioration in terms of having clear operational plans which all staff fully understand. On the one hand COUNT still has operational plans per project. All the activity level, plans are worked out with the staff so that they fully know what needs to be done. The Finance manager has the responsibility of making the operational budgets for different programmes. These budgets and plans are considered in day to day work and discussed upon weekly meetings that are held with Administrative Heads and Finance Heads.

But on the other hand, an evaluation of the basic needs programme by an external evaluator, focus-group discussions and interviews with the Change Agents (field level volunteers), revealed that they have no action plan and that this creates confusion about their roles and responsibilities. There is no clear planning of their field visits, awareness activities and knowledge dissemination. In this programme the planning is done through the Annual Plan and internal quarterly meetings amongst the management team of the programme.

Score baseline: 4

Score endline: 3.5 (slight deterioration)

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.

Sufficient resources are available for the staff to carry out their work in the office in terms of upgraded computer systems, printers, scanning machine, stationery and furniture. COUNT continues to work with the same discernment to remain cost effective and efficient as in the baseline. Resources are used cost effectively. With constant pressure on budgets, the organisation keeps looking at cost saving/ efficiency improving methods. However, this cost efficiency is not at the cost of the results. For example, wherever and whenever possible they try to use technology to cut down travel/postal expenses. They are remodelling old furniture according to the needs of the school. Each Agape home has its own sheets with monthly expenditures like food, salaries and stationary. It was found that each Agape home had a small positive closing balance at the end of September 2013. However due to inflation sometimes there is overspending as happened in the TVET programme. This was due to a price increase in petrol, diesel and food items.

Score baseline: 4

Score endline: 4 (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.

Generally, the agreed plans are carried out and outputs are delivered. COUNT management ensures that this happens through regular follow up. Next to the project manager there are now coordinators for each of the projects whose responsibility is to manage and monitor the progress, ensure that outputs are delivered and report this to the management. They have regular monthly meetings with the director. The annual activity report tracks progress of the programmes and helps them to take further action.

The activity report for the Basic Needs programme shows that all of the planned targets for the annual indicators were reached for the period 2012 up to September 2013, e.g. number of people reached directly with preventive services. In de education programme, COUNT is on track for most of the planned outcome results and their indicators like reaching the target groups and teacher training. There are however, difficulties in involving parents in the school's activities through Parent Teacher Associations and contributions. Migration of parents to far-away places is one of the challenges that come in the way of better results. In the TVET programme there has been an improvement in the scorecard, most activities were realised. It is however hard to track students after they leave the programme to see where they end up working and set up alumni networks, because student migrate and change their phone numbers. COUNT is working on recommendations given after the score card outcome study was done for both the TVET and Education programme.

Score baseline: 4

Score endline: 4(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

There has been no change in terms of having mechanisms for beneficiary needs since the baseline. The link between COUNT and beneficiaries continues to be strong because of the church. The organisation is closely connected with the families and the beneficiaries through the pastor. Parents of the children in Agape homes are invited once every six months and asked for their comments and feedback. They have started an alumni association; students come back once a year and give feedback on how they are doing. The mid-term evaluation by ASK of the basic needs programme also is testimony to this. It revealed that COUNT's HIV / AIDS awareness programme has been able to address the needs of the tribal community in Andhra Pradesh. The need for HIV awareness has also been expressed in the Social Assessment Study commissioned for National Aids Control Programme (NACP) 3, where the tribal communities have been described as vulnerable due to various factors like their sexual networking patterns, migration, and inaccessibility to resources and poor penetration of media. Further, NACP 3 State Fact Sheet has categorized all the districts of AP in 'category A' (districts with high prevalence of HIV / AIDS). During the field visits evaluators of ASK came across incidences of stigma about HIV in the community and also observed poor infrastructure, medical and education facilities, little influence of the outside world in the tribal community. Existence of stigma and weak facilities in the community demands for more awareness on HIV and the COUNT programme thus stands relevant. Satisfaction questionnaires are being developed for students in the TVET programme and parents in the Education programme of COUNT.

Score baseline: 4

Score endline: 4 (no change)

Level of work efficiency

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

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

There has been no change in terms of monitoring efficiency since the baseline. A Quality Check is carried out in the TVET and education programme, largely through monthly reviews. Progress reports and school records are studied by the programme staff to see if their work is benefitting the students. COUNT also takes into account the teachers' feedback. Quality checks that link input to outputs are not carried out in a structured way.

Score baseline: 3

Score endline: 3 (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

There has been no change in terms of balancing quality with efficiency since the baseline. COUNT aims to provide good quality services, making maximum use of available funds by finding competitive prices to reduce cost. Monthly reviews assist in assuring this. Quality check is carried out in TVET and the education programme. COUNT is a learning organisation and is trying to make improvements by using the outcomes in their strategic annual plans. They have taken several actions to review the bottle necks in their programmes and taken steps to improve further the quality of their implementation. There is no formal system of balancing quality with efficiency and inflation sometimes leads to minor overspending in the programmes.

Score baseline: 3

Score endline: 3 (no change)

Summary of capability to deliver on development objectives

COUNT still has operational plans per project. All the activity level, plans are worked out with the staff so that they fully know what needs to be done. However, in the Basic Needs programme there exists some confusion among volunteer Change Agents about their responsibilities as there is no action plan developed for them. Staff still has access to the technological and material resources they need to carry out their work. Resources are used cost effectively, for example by using technology to cut down on travel and postal expenses. Sometimes inflation leads to minor overspending. All programmes now have a coordinator that is responsible for monitoring and reporting back to the project manager. Generally planned outputs are being delivered and COUNT works on implementing recommendations after the score card outcome studies for the TVET and Education programmes. Programme staff study progress report results to check whether their work benefits the beneficiaries. Quality checks that link input to outputs are not carried out in a structured way nor is there a formal system of balancing quality with efficiency, but COUNT is a learning organisation that uses recommendations from outcome studies in their strategic annual plans.

There continues to be a strong link between COUNT and its beneficiaries because of the Church and programmes seem to be relevant for the community COUNT serves. The organisation is working on formalising feedback from students and parents through satisfaction forms.

Score baseline: 3.7

Score endline: 3.6 (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.

There has been a slight improvement in terms of engaging stakeholders in policies and strategies. While COUNT continues to maintain relations with the community through interaction with the Pastor and parents of children in Agape homes, they are not directly engaged in developing policies and strategies. Nine regional coordinators have been appointed specifically to address the needs of the people in the interior tribal regions, helping them primarily to raise awareness and gain access to government schemes. Also opinions and inputs are taken with the active participation of stakeholders like parents, local leaders and elders for any new project. For the TVET project there is a network with other W&D partners, with meetings twice a year. COUNT is also influenced by other partners with

good policies and practices. There are also informal meetings with local bodies as well with the Integrated Tribal Development Agency (ITDA). Associations and like- faith based organisations are consulted when the need arises. Projects are discussed with the Board and the donors. COUNT is a member of the Health Bridge Alliance and VIVA network. VIVA is an international organisation that works to bring sustainable change in the lives of children by strengthening and building capacities of networks in specific organisational development areas. COUNT received the VIVA quality mark certificate from Viva in April 2013.

Score baseline: 3

Score endline: 3.5 (slight improvement)

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

4.2.Engagement in networks: 'Extent to which the organisation 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.

In light of the changing donor environment, COUNT has, over the last two years COUNT focussed on strengthening its networks. COUNT's programmes require it to maintain good relationships with like–minded networks and alliances. COUNT continues to be connected to local bodies like Rural Development Trust (RDT); IKP Knowledge Park; District rural development agency (DRDA) and Integrated Tribal Development Agency (ITDA).

In its Basic Needs programme COUNT works together with its sister organisation Agape Fellowship (AF) and the activities on HIV/Aids awareness and prevention are implemented by AF Church. COUNT also has linkages with other Ministries like the Global Gospel Ministry (GGM) and REACH to be able to reach out to non-Agape Church communities. COUNT has also become a member of the Health Bridge Alliance (HBA). Over the period April 2012-March 2013 they have participated in three meetings of the HBA, discussing with other alliance partners the changing context (in India and internationally), the need for fundraising and coming to an Alliance agreement.

In the TVET programme COUNT is working together with Word and Deed India (W&D India) another partner of Woord en Daad. A good example of this is that W&D India has now taken over the JBS component of the TVET/JBS programme. Within the TVET programme COUNT has regular meetings with SETWIN for getting certifications for their students, with M-tech Garments for arranging exposure visits for students, with the government Industrial Training Institute (ITI) to discuss possibilities for admissions of students for further education.

Furthermore, through Blossoms network COUNT has increased its network with 40 other faith based organisations and is learning about the latest trends concerning NGO rules and sharing views with these organisations. Through its continued membership in the VIVA network COUNT received the international organisation quality in accountability award. COUNT is also working with Adijana National Forum and the Christian Social Forum. New networks are established at the community level by the nine appointed regional coordinators. COUNT has thus become more engaged in national and international networks.

Score baseline: 3

Score endline: 3.5 (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.

In general, staff of COUNT continues to be in constant contact with its target group through the Church. They also visit the households once a month and schools once a week. Sometimes it may not be possible as staff is busy and cannot travel either due to geographic spread or limited budget. With better infrastructure and transport facilities this is improving, and also the appointment of regional coordinators has helped in staying connected to the field level. The staff does still face problems in communicating with the households as they speak different languages.

COUNT's programmes are such that they require regular interaction with the community. This may be either directly through field staff or indirectly through pastors, teachers or Change Agents.

In the HIV/Aids awareness part of the Basic Needs programme the target group of the program of COUNT is the tribal community living in 15 districts of AP, living in geographically inaccessible areas with poor infrastructure, poor health and poor education facilities. Awareness is being spread through seminars, rallies, workshops, posters, pamphlets, movies, door to door visits, church preaching and through folk media. The programme is working together with its sister organisation Agape Fellowship (AF), where the activities of the program are being carried out with the help of the AF church. The strategy in this programme is to work with Change Agents from the community for knowledge dissemination and awareness spreading. These Change Agents are volunteers, usually pastors, bible women or church youth. However, the community participation in the planning and monitoring of this programme is found to be low and the frequency of the Change Agents to the community is undocumented except for the information questionnaires that are sent to COUNT each month. Further, there is poor follow-up of COUNT at the community level with high level of dependence on change agents to identify People Living with HIV (PLHIV) or to undertake awareness sessions.

In the Education programme it is a challenge for COUNT to also involve fathers in the programme as Parent Teacher Association Meetings are primarily attended by the mothers. Involvement of fathers is needed for COUNT to be able to change the mind-set of early marriage and in favour of girl child education.

Score baseline: 4

Score endline: 4 (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?

The staff is involved in many meetings for expressing their views, the atmosphere is open and there is a learning culture. The rooms in the office are close by and the physical layout is such that it encourages dialogue and internal contacts. Staff feels free to interact with all department heads. Information is either shared through reports or orally. Weekly meetings are held with the departmental heads, monthly meetings with the managers and once-in-three month field visits & headquarters meetings. While COUNT offers an enabling environment to its staff in practice, there is predominantly a top-down culture. The only change that has occurred since the baseline is that the minutes of the meetings are being documented now and there is a follow up on those meetings.

Score baseline: 3.5

Score endline: 3.5 (no change)

Summary of capability to relate

Since the baseline COUNT has focussed more on strengthening its networks. At the community level COUNT is improving stakeholder engagement through the appointment of nine regional coordinators to address the needs of the people in the interior tribal regions. For any new project inputs are taken

from stakeholders like parents, local leaders and elders. On the local level COUNT engages with the Integrated Tribal Development Agency (ITDA) and looks at partners that adopt good policies and practices. The organisation is engaged in more national and international networks including Blossoms Network and the Health Bridge Alliance. COUNT received a quality award from the VIVA network and is reaching out to a government institute for the benefit of the students in the TVET programme. While in general the organisation continues to stay in close contact with its target group, mainly through the church, sometimes geographic spread and limited budget make regular visits difficult. High level of dependence on Change Agents in the Basic Needs programme lead to poor follow up by COUNT.

While COUNT offers an enabling environment to its staff in practice, there is predominantly a top-down culture. The only change that has occurred since baseline is that the minutes of the regular staff meetings are being documented now and there is a follow up on those meetings.

Score baseline: 3.4

Score endline: 3.6 (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.

COUNT has a documented vision, mission and strategy. In February 2014 COUNT organised a vision casting seminar for staff, pastors and leaders, where they revisited the vision of COUNT. However, whilst the vision and mission have not changed, the strategy has been revisited. This is in response to the phasing out of Woord en Daad funding and the changing donor environment in India. COUNT developed a sustainability plan for 2014-2020.Woord en Daad staff facilitated a strategy development workshop at COUNT (May 2013) as an input for a sustainability policy. In this workshop a cross section of organisation's staff was present. The donor supported COUNT by providing feedback until the finalisation of the plan.

Score baseline: 3

Score endline: 3.5 (slight improvement)

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.

There has been a slight improvement in terms of having operational guidelines since the baseline. COUNT has an administration, HR and financial policy. These are used by the organisation. Some (illiterate) field staff indicated they get oral instructions. As COUNT caters to the welfare of the children, all its staff, house parents, children and all others directly or indirectly associated with children must be aware of the children's rights and because of this COUNT introduced a child protection policy since the baseline. This was shared with the evaluation team.

Score baseline: 3

Score endline: 3.5 (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 operations of COUNT continue to be completely aligned with its vision and mission. In COUNT's Basic Needs programme there is a specific "Theory of Change" that is guiding the programme based on and aligned with the organisational vision, mission and beliefs to bring about change in the lives of the people in the programme.

Score baseline: 5

Score endline: 5 (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.

There is no change in terms of mutually supportive efforts since the baseline. The entire team of COUNT moves as one coherent unit. They have a shared vision in place and the strategies are discussed across the organisation at regular intervals. All the programmes and activities within the organisation are well linked and goal oriented. For example, the HIV Awareness programme has been linked with other existing COUNT programmes like, Vocational Training Centre and the COUNT High school children. In COUNT High School the activities like movies, skits and seminars are conducted to create awareness amongst children about HIV. For Vocational Training Students (VTS) also, there are awareness activities and they were also engaged during rallies, poster and pamphlet distribution. The annual seminar in the COUNT is conducted when the school summer-break starts so that the parents can also attend the seminar. Parents of COUNT Children Home also attend seminars along with the whole staff and team from all the different programme areas.

These inter-linkages help in cost-effectiveness as well as multi-tasking, although more personnel is still needed. More staff could not be recruited due to financial constraints.

Score baseline: 4

Score endline: 4 (no change)

Summary of capability to achieve coherence

COUNT has organised a vision casting seminar for staff, pastors and leaders, where they revisited their vision. While the vision and mission of COUNT continue to be the same, a new strategy for the period 2014-2020 was developed in face of the phase-out plan of W&D NL with the help of a W&D supported strategy development workshop. A cross section of the staff was involved in this process. Since the baseline a child protection policy has been introduced in COUNT which all staff that work directly or indirectly with children is made aware of. All operations of COUNT continue to be completely aligned with its vision and mission. All the programmes and activities within the organisation are well linked and mutually supportive.

Score baseline: 3.75

Score endline: 4 (very slight improvement)

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

As the changes in organisational capacity in the general causal map and the detailed causal maps overlap completely, please refer to Appendix 5 for the detailed narrative and map.

Appendix 5　Results - attribution of changes in organisational capacity - detailed causal maps

The evaluation team carried out an end line assessment at COUNT from 2 to 4 June 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in 2012 (such as vision, mission, strategies, clients, partnerships). 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 were:
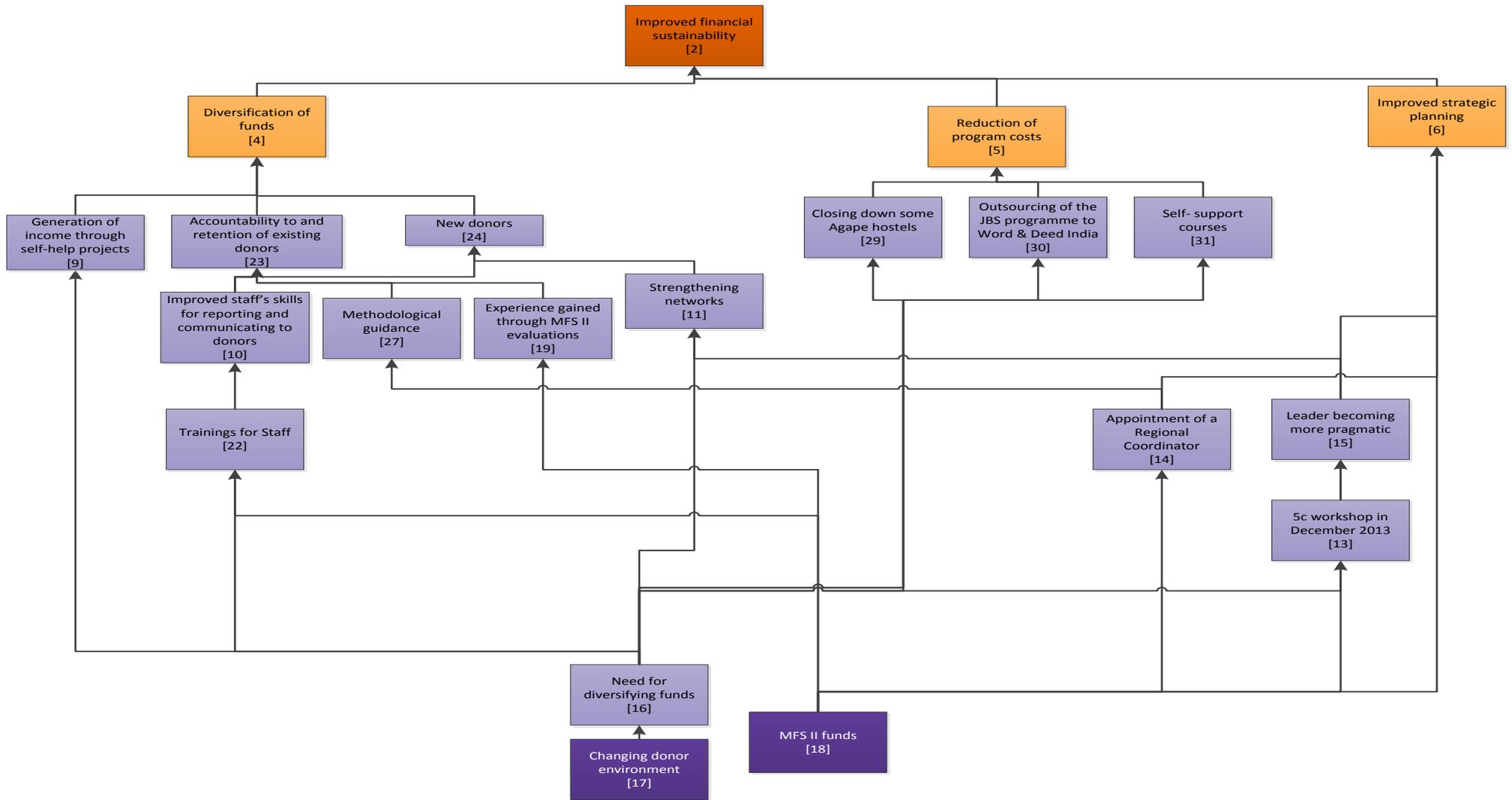
- diversification of funds [4];
- reduction of program costs [5]
- improved strategic planning [6]

These three changes are expected to lead to COUNT being more financially sustainable as an organisation [2]. They happened to coincide with the outcome areas that were chosen for process tracing, so as to get detailed information on how these changes in organisational capacity came about. Therefore the general causal map overlaps strongly with the causal maps developed for each of these outcome areas/organisational capacity changes to be analysed to during the process tracing. All the details about these changes in organisational capacity as well as the underlying factors that influenced these changes are described in the narrative and visual below.

These three key organisational capacity changes will be discussed in more detail in the related detailed causal maps, which were a result of process tracing.

The main factor that influenced these three key changes in organisational capacity is a changing donor environment [17].The ending of MFS II funding and decision of the main funder Woord en Daad to phase out and stop funding COUNT after 2020, is important.

The three main organisational capacity changes are described in the light orange boxes and the key expected consequence (improved financial sustainability of COUNT) is 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 below describes per key organisational capacity change, the contributing factors as described from the top down. The numbers in the visual (Figure 1) correspond with the numbers in the narrative.

Diversification of funding [4]: COUNT has been funded by W&D since 1991 [Source: Historical timeline-Baseline report]. The phase out plan of W&D began in June 2010, and since then COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D [Source: COUNT Narrative strategic plans & budget for 2013-2020], since W&D will stop funding COUNT after 2020. Over the last two years, COUNT has diversified its funding sources by:

- *Generation of income through self-help projects [9]:* The Founders of COUNT [Source: interview with Founder cum chairman and Co-Founder cum administrator] have focused on being self-reliant ever since its inception and there have been consistent efforts by them towards raising their own income through self-help projects. In the period from 1978 to 1980, the Founder bought agricultural land at Chengicherla, Hyderabad with the financial support from a Dutch Businessman named Jacob van Rijswijk to make COUNT self-supportive [Source: Historical timeline, baseline report-COUNT, 2012]. The following efforts were made by COUNT in the last two years towards increasing income through self-help projects:
  - COUNT has developed an additional 10 acres of land for paddy cultivation in 2013 (initially only 5 acres of land was cultivated);
  - Planting tamarind, drumstick and hybrid coconut saplings in 2013. These are perennial plants and their produce is used by households throughout the year and therefore likely to be a sustainable source of income;
  - Buying 6 new buffaloes in 2013 for the purpose of selling milk;
  - Nurturing existing mango farms (1.5 acres) since 2013;
  - Growing vegetables like spinach, cauliflower etc. since 2013;
  - Buying eighty sheep in 2013 for the purpose of rearing them for meat. The idea is to rear them for 5-6 months and then sell them in the market;
  - [Source: Report Visit India May 2013.lst, Interview with the supervisor responsible for coordination of self-help projects]
  - The (edible) yield from the self–help projects is used for children in the Agape Hostels and the rest is sold either to the staff or to people in COUNT's networks since 2013 [Source: Interview with the supervisor responsible for coordination of self-help projects].
  - Two new colleges were started and will continue to raise income: (a) a teachers' training college in 2007 and, (b) a Master's programme in Business Administration in 2009. Both programmes have been initiated by the church and income raised from these colleges will mostly benefit the church/mission and their related activities mostly in the area of social and developmental issues. The set up was financed with a loan from the bank [Source: Report Visit India May 2013.lst].

- *Accountability to and retention of existing donors [23]:* This was because staff improved their skills to report and communicate to donors [10] [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations India_COUNT_WoordenDaadCvB SN WB_NB_interview –response,pg 13]. Staff improved their skills in this area because of trainings [22][Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad] methodological guidance [27] and experience gained through MFS II evaluations [19]. These are further explained below. .
  - Methodological guidance [27] received by COUNT from Woord en Daad and the Regional Coordinator [14]. Both funded by MFS II [18]. Methodological guidance was provided on the data collection process for each outcome indicator. There is an Indicator Reference Sheet for each indicator that describes what each indicator means and how the data should be collected. For most of the indicators Excel sheets are created that the partner uses to collect and report data in a standardized way. This guarantees data quality. Moreover, for most of the outcome indicators a description of the entire data collection process is included. For indicators that need external facilitation or if the capacity of the partner to collect data is limited, an external consultant is hired [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations_India_COUNT_WoordenDaadCvB SN WB_NB_interview –response,pg 13, Endline Evaluation workshop 2014 COUNT].
  - Experience gained through MFS II evaluations [19]:ASK (Association for Stimulating Know How, based in Gurgaon, India) evaluated COUNT HIV / AIDS awareness program that addresses the

needs of the tribal community in Andhra Pradesh. Collected data was shared and findings were discussed with COUNT to identify points for learning, finding solutions, making decisions to strengthen the program. The finance manager's financial skills improved as a result of this evaluation. He was able to plan better and allocate funds more efficiently towards the project [Source: 5c endline_questionnaire_training_participant _perspective_India_COUNT_External evaluation of HIV/AIDS project 2013_Finance Manager]. Help a child of India (funded by Woord en Daad) evaluated COUNT with an aim to measure the progress of the programs for a number of outcome indicators. The study covered two schools of COUNT in Hyderabad and Jala i.e. St. John's high school and St. Zechariah's model school (both supported by Woord en Daad). Staff Members of COUNT present during discussion of the outcome study: The Program Manager, the education coordinator, Principals of both the schools, three teachers from St. Zechariah model school and one teacher from St. John's high school and the school warden) [Source: Outcome study report]. The staff members learnt about teaching methodologies, to monitor the outcomes of student performance, day to day administration of the school, impact of supervision on teachers and students, to improve quality of their work and in turn bring about improvement in quality of education [Source: 5c endline_questionnaire_training_participant _perspective_India_COUNT_Outcome studies with WoordenDaad]. These evaluations were funded by MFS II [18].

The following capacity building activities [22] were conducted in the past two years to strengthen staff's skills for communicating with donors [10], all these trainings were funded by MFS II [18]:

- Basic spoken English training [Source: Capacity Building 1, 2nd March 2013 Basic spoken English training] for the purpose of improving communication skills with the donors as well as for better report writing [Source: 10. India PDP COUNT 20-8-2013 (FINAL COPY)]. Funded by MFS II [18];
- Participation in the Sponsorship programme conference in May 2013 in the Netherlands by Woord en Daad [Source: K Samuel certificate PDP, nl]. The aim of the conference was to strengthen the sponsorship programme by improving communication with the donors using new methods and thereby improving accountability with the donors, to teach how to make personal development plans, to increase awareness of the changing global economic scenario and to train in WD CAP Adoption programme 2.0 version software for better reporting on status of the children [Source: report on NL, trip & PDP meeting with House parents, June 8th-13th, 2013]. This conference was organised by COUNT and funded by Woord en Daad, under MFS II [18];
- Training of the house parents by adoption/sponsorship department to assist the children in writing innovative greeting letters, providing interesting information and taking pictures for a regular update of the children to the donors and for improving accountability [Source: PDP Training to House Parents 2013 Pictures, report on NL, trip & PDP meeting with House parents 8th-13th, 2013]. Funded by MFS II [18];
- Training on WDCAP programme in October, 2013 by Woord en Daad. WDCAP is a software for tracking children's information and enables COUNT to provide regular updates to the donor [Source: REPORT ON WDCAP]. This training was given by Woord en Daad and also funded by MFS II [18].

A third reason for diversification of funds is that new donors were attracted [24]. For decades, COUNT had no need to look beyond its main funding partner Woord en Daad to relate and attract resources – at least for its financial requirements. This in turn, made the organisation an inward looking one and the only other "relationship" being with local government and regulating authorities. The fact that COUNT is now attracting funds from other funders like Free Methodist Churches (FMC) and Word and Deed Canada, is a consequence of COUNT strengthening its networks [11] [Source: Help a child India(HACI), TLMTI (The Leprosy Mission Trust India), Care Network, WDI, EHA; Health Bridge Alliance Meet TLM, Minutes, February 2013- Lobbying and advocacy, planning, strengthening of alliance]. The efforts to strengthen their networks are evident in the following examples:

- COUNT is a member of the Health Bridge Alliance and VIVA network. VIVA is an international organisation that works to bring sustainable change in the lives of children by strengthening and building capacities of networks in specific organisational development areas. COUNT has received the Viva quality mark certificate from Viva in April 2013 [Source: COUNT award certificate, http://www.viva.org/model.aspx]. In April 2014, staff of COUNT was trained in 'Quality

Improvement Systems training' by Blossoms Network together with VIVA for strengthening their networks with other organisations, on quality standards, and implementation of a child protection policy [Source: COUNT response on QIS]. COUNT also networks with other partner organisations of Woord en Daad in an effort to learn and share resources. An example is the effort made by COUNT and Word and Deed India to transfer the responsibility of getting job placements for the trained students under the TVET/JBS program, as they have more staff and hence more expertise in the field;

- In November 2012, there was a Health Bridge Alliance meet to discuss fundraising, on the need to tap both domestic and international donors. There was discussion on the need to use different strategies for approaching both these donors and not hiding their Christian identity as a lot of funding is for religious and/or charity activities in India [Source: Madurai Minutes-HBA Nov 2012].

The trainings [22], the income generation self-help projects [9] and the strengthening of networks [11] were undertaken because of an increasing need to diversify funds [16], coming from a changing donor environment [17], where Woord en Daad is phasing out its support.

Reducing costs of programmes [5]: COUNT is furthermore contributing to financial sustainability of the organisation by reducing programme costs, which is done through closing down some of the smaller Agape hostels and focusing only on Agape hostels in their headquarters in Chengicherla [29] [Source: Overview WD-India sustainability strategies-count]. In 2012-2013, COUNT started a new approach called "transferred kids programme" with the aim of transferring of kids to government schools and providing some support to the parents for their children's education. COUNT wanted to ensure that the children who drop out every year, receive a minimum support for one year to meet their basic necessities like note books, stationary and a Christmas gift and the funds for these would be met by the income from the self-help projects. The children in the Agape homes will either be dropped, join government facilities or will be transferred to the Central Agape home in Hyderabad. However, unexpectedly COUNT has had a large number of school dropouts in 2013. This led COUNT to reduce the number of children being phased out of the program. [Source: COUNT Narrative strategic plans & budget for 2013-2020;1073008.2012.donor assessment; Count 2013 Education Donor assessment final].

Another way of reducing programme costs has been the outsourcing of the JBS part of the TVET programme to Word & Deed India in 2013 [30]. This decision was made because of the poor financial sustainability of the TVET Programme of COUNT [Source: Analysis TVET-JBS Quality Score Cards COUNT India; Report Visit India May 2013]. Also, COUNT did not have sufficient trained staff who could help in seeking employment opportunities for the students. [Source: Interview with TVET coordinator]. Word and Deed India is a partner of Woord en Daad NL, just like COUNT. COUNT was able to outsource the JBS part of the TVET programme to Word and Deed India because W&D NL linked them up to them [33] in the TVET programme that is funded under MFS II [18].

Furthermore, in the tribal areas, there is a pilot programme in which self- support courses [31] are run by graduate students and the trainees are required to pay a small fee to sustain this course. The aim is to reduce the expenses of board and lodging which would have been there had the students been trained at the headquarters [Source: Report Visit India May 2013.lst].

Reducing programme costs [5] through closing down some of the Agape hostels [29], outsourcing JBS to Word and Deed India [30] and the self-support courses [31], was triggered by a need to diversify funds [16] because of the changing donor environment [17].
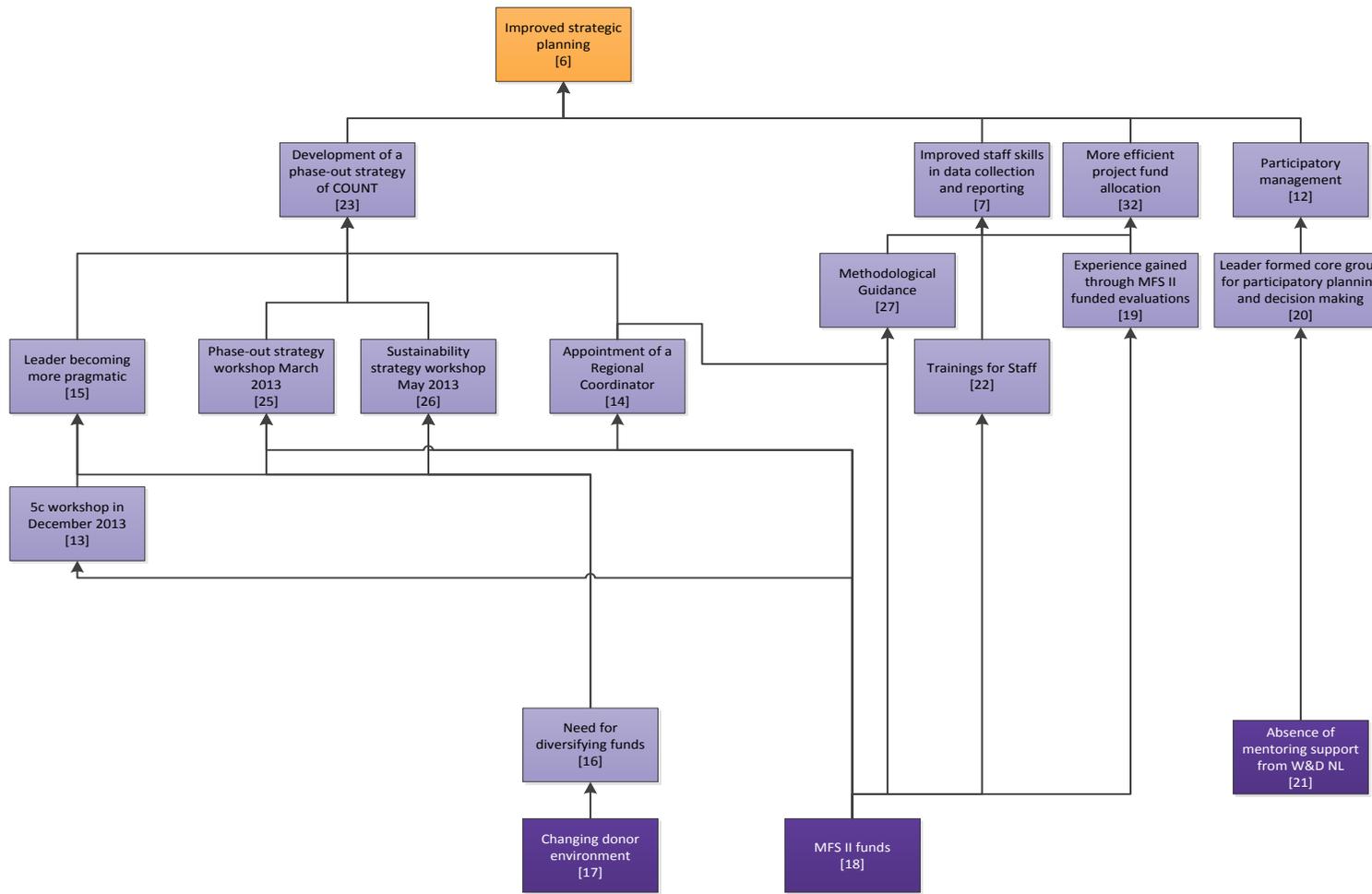
Improved strategic planning [6] was the third key change in the organisation, which is expected to contribute to financial sustainability of COUNT. Improved strategic planning is important to contribute to financial sustainability of the organisation because COUNT developed the strategies to reduce costs and generate income.

There are four main reasons why strategic planning has improved [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations_India_COUNT_WoordenDaad]: development of a phase-out strategy of COUNT [23]; improved staff skills in data collection and reporting [7]; more efficient project fund allocation [32]; and participatory management [12]. These changes are further described below.

Development of a phase-out strategy of COUNT [23]: COUNT is aware that W&D will phase out their funding of the TVET and education programme of COUNT in2020, and therefore, since 2010, together they have been working on the development of a phase-out strategy. COUNT has been trying to develop and implement plans to become more self-sufficient and not be completely dependent on W&D. The phase-out strategies were thought out for different programmes which further helped in the strategic planning. According to the exit phase out strategy of W&D, the education program of COUNT will have a gradual decrease at the rate of 10% in the number of children and in the budget every year. As of now in 2013- 2014, W&D, NL is sponsoring 604 children and COUNT envision that even after the gradual phase out in 2020 they will continue supporting 550 children through Churches, self-help projects and other local support. During the phase out of children, who are dropped each school year, COUNT will support them for one year with school books and stationary through our agriculture projects. They will also be assisted, encouraged to join the government school or hostel to continue their education. To focus on developing infrastructure facilities in the Agape centre for accommodating 550 children in the agape homes and school. As of now there is enough room to accommodate 300 children. Funds will be raised to develop facilities through the agriculture self-help projects, collection of fees, contributions from graduates, donations, etc. At the Agape centre, Hyderabad, Andhra Pradesh, by the end of 2020 COUNT will be having 360 sponsorships supported from FMC (60 children each year) and another 190 new children will slowly phase in and will be supported through the self-help projects of COUNT [Source: COUNT Narrative strategic plans & budget for 2013-2020].

In the TVET programme students from surrounding areas will pay and learn in the centre. The students will pay a small fee and enrol into the course for training. Both long term (1 year) and short term (3-6 months) training courses will be introduced. The focus would be more on sustainability of the program through income generation from each department through sales and providing services. E.g.: electrical contract works, take up job orders, servicing bikes, repairing works from auto mobile course, stitching clothes, school uniforms, embroidery works on sarees, dresses, etc. [Source: COUNT Narrative strategic plans & budget for 2013-2020].

Through income generating resources programme COUNT has been able to raise a small income on a regular basis through its self-help agriculture projects. The agriculture, self-help projects is spread out in all the regions where COUNT is having its own land for Agape homes (5 centres) and church ministry. Through the years COUNT has been planting various seasonal crops, fruits and vegetables which are sold and a regular income came in, which was used for children, investments, and church ministry [Source: COUNT Narrative strategic plans & budget for 2013-2020].

This **development** of this phase-out strategy was mainly a result of:

- The **leader becoming more pragmatic** [15]. Another important factor that has led to the development of the phase out plan, in which strategies for diversifying funds are included, is that the leader became more pragmatic in his thinking, he now strategizes more in the long term and thinks about how to obtain alternative funds. It is said that the need to be more outward looking, and regular interaction with staff during meetings, mainly on strategic and operational plans have contributed to this change in the leader [Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad]. The change in the leader's thinking [15] can be explained by:
  - The overall need to plan strategically and diversify funds [16] that arises from the changing donor environment [17] [Source: 5C EndlineAsessmentSheet_Dutch co-financing organisations_India_COUNT_WoordenDaadCvB SN WBNB_interview]

- The 5c workshop in December 2013 [13][Source: 5C endline_support to capacity development sheet_CFAperpective_India_COUNT_WoordenDaad SN WB_NB_interview]. This workshop was facilitated by the regional coordinator of W&D , India on 2-3 of December 2013. It gave COUNT another opportunity to review its strengths, weaknesses, skill gaps and capacity buildings opportunities. This was then used in drawing up the annual plan and the budgeting activity plan for the next year [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations_India_COUNT_WoordenDaadCvB SN WB_NB_interview]. This workshop was funded by WoordenDaad under MFS II [18].

- **The Phase-out strategy workshop March 2013** [25] This workshop was held in March 2013 for COUNT by Cees van Breugel of Woord en Daad, implemented and funded by MFS II [18]. This workshop was organised in light of the need for diversifying funds [16] because of the changing donor environment [17], which includes the phasing out of the Woord en Daad support by 2020. This workshop influenced both the leader and the functional staff and helped them to understand the importance of making TVET as a sustainable programme of the phase-out plan[Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT].

- **Sustainability strategy workshop May 2013** [26] [Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad SN WB_NB_interview - response WB]. This workshop was held in May 2013 at COUNT, facilitated by Leen Stok (of Woord en Daad) and Samuel Nirmal (Regional Coordinator) and funded by MFS II [18]. The objective of the workshop was to discuss on strategies for education programme and TVET/JBS programme, in light of the need for diversifying funds [16] because of the changing donor environment [17], which includes the phasing out of the Woord en Daad support by 2020. The achievement during 2012-14 was reviewed. Gaps, risk factors and challenges were traced out, follow up action points were set, and capacity building of the staff and income generation activities were discussed to further improve the strategy [Source: COUNT Overview sustainability strategies - COUNT workshop May 29-30 2013].

- **Appointment of a Regional Coordinator** [14]: A Regional Coordinator has been appointed [Source: Narrative strategic plans & budget for 2013-2020] to serve as a link between India partners and W&D, to help with monitoring without the need for frequent visits from Woord en Daad people and to act as an advisor and help whenever required to do so [Source: Core group minutes, July 12]. One of the reasons of his appointment is to help with strategies; he has also been involved in the sustainability strategy workshop and in that way is contributing to the development of the sustainability plan of COUNT [23].

The second reason for improved strategic planning for financial sustainability is based **on improved staff skills in data collection and reporting.** The development of this skill was mainly a result of:

- Methodological guidance received by COUNT [27] from Woord en Daad (funded by MFS II [18]) and the Regional Coordinator [14] through for example a description of the data collection process for each outcome indicator [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations_India_COUNT_WoordenDaadCvB SN WB_NB_interview –response,pg 13].
- Trainings on reporting [22] [Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad SN WB_NB_interview]:
  - Basic spoken English training [Source: Capacity Building 1, 2nd March 2013 Basic spoken English training] for the purpose of improving communication skills with the donors as well as for better report writing [Source: 10. India PDP COUNT 20-8-2013 (FINAL COPY)]. Funded by MFS II [18].
  - Participation in the Sponsorship programme conference in May 2013 in the Netherlands by Woord en Daad [Source: K Samuel certificate PDP, nl]. The aim of the conference was to strengthen the sponsorship programme by improving communication with the donors using new methods and thereby improving accountability with the donors, to teach how to make personal development plans, to increase awareness of the changing global economic scenario and to train in WD CAP Adoption programme 2.0 version software for better reporting on status of the children [Source: report on NL, trip & PDP meeting with House parents, June 8th-13th, 2013, PDP training at Netherlands]. This conference was organised and funded by Woord en Daad, under MFS II [18].
  - Training on WDCAP programme in October, 2013 by Woord en Daad. WDCAP is a software for tracking children's information and enables COUNT to provide regular updates to the donor

[Source: REPORT ON WDCAP]. This training was given by Woord en Daad and also funded by MFS II [18].

- COUNT staff gained useful PME experiences in collecting data through MFS II funded evaluations [19] [Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad SN WB_NB_interview]:

  - External Evaluation HIV/AIDS program by ASK (funded by W&D) June-July 2013 [Source: 12.94.004 - WDI and COUNT Midterm Evaluation report Basic Needs programs- final version; 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad SN WB_NB_interview - response WB].This evaluation took place from the 24th June to 2nd July 2013 and was done by Monica Ramesh (lead evaluator) and ChayanikaKunjwal (Co-evaluator) of ASK (Association for Stimulating Know How, based in Gurgaon, India) and evaluated the COUNT HIV / AIDS awareness programme that addresses the needs of the tribal community in Andhra Pradesh. Collected data was shared and findings were discussed with COUNT to identify points for learning, to find solutions, and to make decisions to strengthen the programme.

  - Outcome study on Quality of Education October 2013 (funded by W&D) [Source: 5C endline_support to capacity development sheet_CFAperspective_India_COUNT_WoordenDaad SN WB_NB_interview - response WB,pg 16-17;COUNT-Outcome Study Report]. These outcome studies were conducted from 26-28 October 2013 by two experts: one external expert and one internal expert from Help a child India (funded by Woord en Daad), and had the aim to measure the progress of the programmes for a number of outcome indicators. The study covered two schools of COUNT in Hyderabad and Jala i.e. St. John's high school and St. Zechariah model school (both supported by Woord en Daad). Staff members of COUNT were present during discussion of outcome study: the project and programme manager, the coordinator for schools, principals of both the schools, three teachers from St. Zechariah model school and one teacher from St. John's high school and the warden [Source: Outcome study report]. The staff members learnt about teaching methodologies, how to monitor the outcomes of student performance, day to day administration of the school, impact of supervision on teachers and students, to improve quality of their work and in turn bring about improvement in quality of education [Source: 5c endline_questionnaire_training_participant _perspective_India_COUNT_Outcome studies with WoordenDaad _G. Shanthi; K.BhavyaBhavani; K.Samuel; Mrs. Susheela; N SudhirSudakar].

  - TVET Score Card Assessment March 2013 (funded by W&D) [Source: 5C Endline Assessment Sheet_Dutch co-financing organisations_India_COUNT_WoordenDaad]. A lot of issues with TVET have improved as a follow up of the score card [Source: Analysis TVET-JBS Quality Score Cards COUNT India]. A positive experience in 2013 had been that there was a considerable difference in improving COUNT's quality score at the program level. Several action plans were implemented through last year and COUNT was able to review our bottlenecks and taken steps to improve further for the coming year [Source: COUNT TVET- JBS 2012-2013 AIR end memo].

The third reason for improved strategic planning is **more efficient project fund allocation [32].** The finance manager's financial skills improved as a result of the external evaluation of the HIV/AIDS program by ASK (funded by W&D) in June-July 2013 [19]. He was able to plan better and allocate funds more efficiently towards the project [Source: 5c endline_questionnaire_training_participant _perspective_India_COUNT_External evaluation of HIV/AIDS project 2013_Babu Rao].

The fourth reason for improved strategic planning is **participatory management [12]** [Source: Core group minutes, workshop with COUNT]. In 2013, the leader of COUNT formed a core group [20] comprising of experienced members of the staff for participatory planning and decision making. The minutes of the core group reveal that core group discussions are held regularly and some of the topics discussed are approaches to reach new funders, and generation of internal funds. This core group was formed because the leader realised that in absence of mentoring support from W&D [21] he would have to look for help and guidance within COUNT.

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