Endline report – Indonesia, YPI MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

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Wageningen, February 2015

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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 Indonesia, YPI. 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).

Report CDI-15-050 |

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Acknowledgements

We are grateful to all the people that have contributed to this report. We particularly would like to thank the Southern Partner Organisation YPI and the Co-Financing Agency RutgersWPF for their endless patience and support during this challenging task of collecting the endline data. We hope that this endline report will provide useful insights to YPI, RutgersWPF, the synthesis team, IOB and NWO/Wotro.

The Indonesia 5C evaluation team

List of abbreviations and acronyms

5 C	Capacity development model which focuses on 5 core capabilities
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 & Research centre
CDI	Centre for Development Innovation, Wageningen University and Research centre
CFA	Co-Financing Agency
CFAs	Co-Financing Agencies
CFO	Co-Financing Organisation
CS	Civil Society
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).
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MoFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
OCA	Organisational Capacity Assessment
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
PRA	Priority Result Area
Process tracing	Theory-based approach to trace causal mechanisms
RCT	Randomized Control Trials
SOP	Standard Operation Procedures
SPO	Southern Partner Organisation
SRHR	Sexual and Reproductive Health and Rights
SSI	Semi-structured Interview
ToC	Theory of Change
Wageningen UR	Wageningen University & Research centre
YPI	Yayasan Pelita Ilmu

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: YPI in Indonesia. 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

Since the baseline, two years ago, YPI has seen a slight improvement in the capability to act and commit. The merging of offices has made coordination between staff and management easier. Leadership has become more responsive and open. Better M&E approaches in developing work plans and strategies has aided in terms of articulating strategies. Staff skills improved slightly due to several trainings and YPI's funding procedures have improved slightly through the construction of a self-sustaining business unit that assists in fundraising and ensures financial sustainability of the organization. The capability to adapt and self renew improved slightly as well. This occurred mainly through more structured M&E practices in terms of a clear reporting and monitoring system. Staff has become more skilled in data collection and reporting. On the capability to deliver on development objectives, YPI has shown the greatest improvement. The cost-effective use of resources has greatly improved through a variety of new policies. The implementation of operational plans has improved resulting in better delivery of planned outputs, and a monitoring system is in place to ensure that quality and efficiency in activities remains balanced. The capability to relate has slightly improved due to greater engagement with stakeholder groups and beneficiaries, particularly youths and government. The capability to achieve coherence has only resulted in very slight improvements, particularly as in 2013 the organization's vision, mission and strategies were reviewed and re-evaluated.
The evaluators considered it important to also note down the SPO's story in terms of changes in the organisation since the baseline, 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 provided by the evaluation team. During the endline workshop some key organisational capacity changes were brought up by YPI's staff:

1.   An increase in staff working performance
2.   An improved network maintenance
3.   Strengthened organization independency

According to YPI staff in the endline workshop, all of these are expected to contribute to YPI's improvement in service quality. YPI staff experienced these as the most important capacity changes in the organisation since the baseline.

Increased staff working performance resulted from increased frequency of controlling beneficiaries for YPI program improvement; staff having opportunities to attend training; comparative studies and courses; ideas from staff being accepted; response to problems in the field; increased job security. The increased frequency of controlling of beneficiaries was enabled by the greater number of staff proficient in M&E, which was enabled by more training, such as the MFS II capacity intervention for a

PME workshop funded by Rutgers WPF. This could be attributed to an overall improvement of the organizations' professionalism due to donor requirements. Staff has had more opportunities to attend trainings and develop due to YPI's leaders willingness to send staff to more training opportunities as well as more funding to do so being available as a result of external funding. This was enabled by incentives from the leaders and the openness between staff and board due to the close internal relationships between management, board and staff. Both these factors can be attributed to the change in leadership style. Ideas from staff were more accepted which can again be attributed to the greater openness between staff and management. Quicker response to problems in the field was enabled by a more responsive organization, which was made possible by the new leadership style. Appropriate action responses from staff were enabled by more detailed working descriptions, which can be attributed to the change of leadership on the one hand, and by better guidelines in the form of revisions of SOPs and new SOPs on the other.

Increased job security was due the implementation of a salary standard and improving employment status to full time contracts. Both were enabled by utilizing savings from other costs to improve employment benefits. These resources were freed up through simplifying the organizational structure and optimizing the use of resources. This efficiency initiative was enabled by the change in leadership.

Improving YPI's network resulted from the use of social media as a communication tool to address stakeholders, and extending networks through other alliances and partners. Both were enabled by the existence of new partners for the YPI program due to good relationships with related organizations as a result of more intense networking activities. The network also extended to new groups through YPI's proactive stance to find network partners and funds. This can be attributed to the urgency imposed on the organization by the decreasing of donors.

Increased independency of YPI was enabled by the founding of a private company to provide services in training, facilitation, health services and accommodation. With this business, new more sustainable funding sources are being attempted.

In conclusion, the general key changes causal map only provides limited information about the relation between MFS II interventions with the organizational capacity changes that YPI considered most important since the baseline. During the endline process tracing workshop, YPI did not mention specific MFS II capacity interventions that in their opinion had affected the key changes. However, it must be noted that this workshop was held very early on in the evaluation process and that YPI struggled in developing the initial maps and relating them to capacity development. In the course of their involvement in the endline evaluation process, this has changed, and additional insights were developed. The process tracing maps in section 5.3 provide more detailed information about the relation between MFS II funded capacity interventions and key organizational capacity changes. For a more detailed analysis on this matter, please refer to section 5.3 where process tracing findings are presented which can answer the attribution question with more certainty and validity.

In terms of process tracing (attribution question), three organisational capacity changes have been focused on: more motivated staff at YPI; staff being confident in giving training and in delivering SRHR information to beneficiaries; and improved reporting. On the whole, more motivated staff at YPI, due to improved staff welfare and improved management working mechanisms, where the result of many internal changes brought about by a change in leadership, after understanding organisational gaps which were identified in an internal evaluation that was set up after realising organisational capacity gaps with the external 5C baseline (MFS II) in 2012. Staff being confident in giving training and in delivering SRHR information to beneficiaries, can to a large extent be attributed to the MFS II capacity interventions that were carried out by RutgersWPF since the baseline in 2012. Specifically, these capacity interventions were a SRHR training; the training for youth friendly services; and a workshop on strategic communication, all held in 2013. In addition to that, having new volunteer staff members also played a role in this improved capacity. The key organisational capacity change "improved reporting" can to a large extent be attributed to MFS II funded capacity development interventions, in particular the M&E trainings in 2012 and the writing skills training in 2013, since these are related to

enhanced capacity to collect robust data and enhanced capacity to write reports. Furthermore, the organisation has taken steps to improve their meetings after realising the importance of this during the 5C baseline study (MFS II).

2 General Information about the SPO – YPI

2.1 General information about the Southern Partner Organisation (SPO)

Country	Indonesia
Consortium	SRHR Alliance
Responsible Dutch NGO	Rutgers WPF
Project (if applicable)	Youth Sexual Reproductive Health Education Program (2001-2012)
	HIV/AIDS Education through D4L in Indonesia (2010-2012)
Southern partner organisation	Yayasan Pelita Ilmu (YPI)

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

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

Yayasan Pelita Ilmu (YPI) focuses on improving Sexual and Reproductive Health and Rights (SRHR) knowledge among the youth (15 – 24 year old) in Indonesia. With this aim YPI fills a much needed gap as SRHR education for youths is not widespread in Indonesia. The lack of widespread SRHR education is illustrated by figures of the Basic Health Research who revealed that only 25.1% of young people have ever received SRHR education.[1] Boys and girls aged 10-14 years received the least SRHR education (13.7%) and youths living in urban areas received more SRHR education that those living in rural areas (32.2% compared to 17.3%).[2] The Indonesian Young Adult Reproductive Health Survey (IYARHS) (2007) also investigated SRHR-educational programs within schools among their study population. 59% of the females and 50% of the males reported to have received information in Junior High School about their reproductive system. However, fewer respondents reported to receive information on family planning methods, sexual transmitted diseases and HIV/AIDS. Respectively 16.5% and 13% of the females and males in the age of 15-24 years old reported to be educated on family planning methods in Junior High school; percentages for education on sexual transmitted diseases are respectively 16.4% and 16%; and for HIV/AIDS education percentages are respectively 32% and 26%. In addition, the IYARHS (2007) investigated to what extent 15-24 year old males and females discussed sexual and reproductive health issues. IYARHS (2007) shows that 15% of the females and 29% of the males never discussed sexual and reproductive health issues with anyone. The males and females, who did discuss such matters, did this with mainly their peers, respectively 58% and 71%. About 40% of the females and 37% of the males discussed sexual and reproductive health matters with their teacher; unfortunately it is not clear if such a discussion took place during the curriculum or in private conversations between teacher and students.[3]

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[1] Riskedas, 2010
[2] Riskedas, 2010
[3] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)

Low levels of SRHR education might result in low levels of SRHR knowledge. However, the figures for Indonesia show a mixed picture as on the one hand knowledge on fertility is low while most 15-24 year old male and females have heard of (modern) family planning methods. For example, when looking at pregnancy risk perceptions, the figures show that only about 50% of males and females in the age of 15 – 24 years old know that one-time-sexual intercourse can lead to a pregnancy, thereby indicating a lack of knowledge, while 96% of females and 93% of males have heard about modern contraception methods which is a very positive signal of SRHR knowledge.[4] The National Family Planning and Population Board (BKKBN) conducted a survey in 2010, part of which focused on SRHR knowledge. They found that only 32.3% of male and 29% of female respondents know about the existence of a fertile period. In addition, they measured relatively low levels of HIV/AIDS as only 57.5% of the population indicated to have heard of HIV/AIDS. HIV/AIDs knowledge among youths appears to be higher. IYARHS (2007) presents higher figures on HIV/AIDS knowledge; they state that 77% of male and 80% of female respondents have heard about HIV/AIDS. However, they also show that only about 54 -55% knows how to prevent HIV/AIDS. Riskesdas (2010) also studied HIV/AIDS knowledge among youths, and focused especially on HIV transmission. The study shows that, 71% of the study population knows that HIV transmission can occur through unsafe sex, 68.4% mentioned transmission through virus-contaminated needle sharing, and 61% knows transmission can occur through unprotected blood transfusion. However, only 50.2 % of the study population knows how to prevent HIV.[5] Moreover, UNICEF (2010) presents much lower figures on HIV/AIDS comprehensive HIV/AIDS knowledge: 15% of the males between 15-24 years old and 10% of females in that same category have comprehensive HIV/AIDS knowledge[6].[7] When looking at adolescents 15-19 years old these figures drop considerable, UNICEF (2010) reports that 2% of the males and 6% of the females have comprehensive HIV/AIDS knowledge.[8] IYARHS (2007) also investigated the knowledge on other Sexual Transmitted Infections (STIs) and its symptoms. They report that 71% of the females and 62% of the males could not name a STI other than HIV/AIDS.[9] Between 8-9% of the women could mentions symptoms of STIs for men and/or women; 13-15% of the male respondents could mention symptoms for men, but only 30-5% of the males knew about STI symptoms for women.[10]

Low levels of SRHR knowledge might result in low levels of perceived risk and subsequently into risky sexual behavior. The data available for Indonesia on risky sexual behavior of youths in inconclusive, one of the reason is that sex before marriage is unacceptable and surveys are susceptible to socially desirable answers. However, some data exists on sexual behavior of youths in Indonesia exists. For example, the outcomes of a survey on Young People Sexual behavior in Jakarta and nearby areas (*Jabodetabek*), conducted by BKKBN in 2010, reported that 51 % of them had sexual intercourse. The IYARHS (2007) reported lower levels of sexual intercourse. Among their unmarried study population between 15 -24 year old, 1.3% of the females and 6.4% of the males indicated that they ever had sex. It is highly likely that this figure is underreported and social acceptable answers were given. Especially, because this concerns the unmarried population and the general believe is that one should not have sexual intercourse before marriage. Although the following percentages are based on relatively low levels of respondents, the figures are indicative for risky sexual behavior. From the women who ever had sex, 21% indicated that they were forced by their partner.[11] Date-raping is a much debated topic in Indonesia, as figures are yearly increasing. According to Annual Report from National Women Commission (2012), dating violence reached 1,405 cases in 2011, increasing from earlier year 2010 with 1,299 cases. When talking about consensual sex, only 8 % of female and 21% of male sexually active respondents said that they used a condom during their first sexual intercourse.

[4] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)
[5] Riskedas, 2010
[6] Comprehensive age knowledge: a) correctly identifying the two major ways of preventing the sexual transmission of HIV (using condoms and limiting sex to one faithful, uninfected partner),b) rejecting the two most common local misconceptions about HIV transmission, c) who know that a healthy-looking person can have HIV.
[7] UNICEF - at a glance Indonesia; Source: http://www.unicef.org/infobycountry/indonesia_statistics.html
[8] UNICEF - at a glance Indonesia; Source: http://www.unicef.org/infobycountry/indonesia_statistics.html
[9] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)
[10] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)
[11] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)

A higher rate of condom use was reported for their last sexual intercourse: 10 % of female and 18 % of male respondent reported to have used a condom during last sexual intercourse. [12]
Unintended pregnancy is a direct result of unsafe sexual behavior and has large consequences in Indonesia. When a pregnancy outside marriage occurs, women will be confronted with stigmatization and social discrimination, for example, she might not be able to continue a normal education. [13] The Guttmacher Institute (2008) reports an estimation of unintended pregnancies: about 17% of all live births in Indonesia are resulting from a mistimed or unwanted pregnancy. Unintended pregnancies often result in abortions, which is illegal in Indonesia (except when the pregnancy is a result of rape, it is necessary for medical reasons or a severely impaired infant is expected). Although illegal in most cases, the rate of abortions in Indonesia is among the highest in the region. It was estimated that 2 million abortions occurred in 2000, which means about 37 abortions per 1000 women of reproductive age (15-49), compared to the regional average of 29 abortions per 1000 women, this figure for Indonesia is high.[14] The Guttmacher Institute (2008) mentions that about half of the women, who are seeking for abortion, most probably go to traditional birth attendants, traditional healers or masseurs to terminate the pregnancy. It is unknown how many women induce an abortion themselves. [15] Such abortion practices are considered unsafe and are often leading to all sorts of complications. The WHO estimated that in the South-East Asian Countries with strong restrictive abortion regulation, 16% of maternal mortality is caused by unsafe abortions. [16] Unfortunately, there are no large scale – country wide studies on unintended pregnancies and abortions in Indonesia. Hence it is not possible to report how many females in the age of 15-24 experience unintended pregnancy and resort in unsafe abortions. Another consequence of unsafe sexual behaviour is the contraction of HIV/AIDs and STIs. A report from Ministry of Health in Indonesia of June, 2012 indicated that the population aged 15-29 year population are most vulnerable of contracting HIV.

When looking at the rate of youth access to public health service, we see that only 10 % of youth have ever heard about public health services delivered to young people.[17] Another survey conducted for designing National Mid Term Development Planning (RPJMN) in 2010 showed that only 28 % of young people ever heard about Information and Counselling Centre For Youth (PIK-Remaja) served by BKKBN.[18]

The attitude of the state and religious leaders towards SRHR issues for young people is considered to be unsupportive as well as stigma-*laden*. For example, the Chief of Indonesian Parliament stated that "*sexy*" clothes of women are the cause of rape. He also rejected a proposal for including Sexual Education in school curriculum, by arguing that there is a social taboo on sexuality.[19] Some eminent Indonesian religious leaders, such as NU and Muhammadiyah, objected against an idea of *Harm Reduction* by the MoH that included giving condoms to sexual active youth. They refused the idea because they belied it would interpreted as if promiscuity (*zina*) was permitted, which is highly forbidden in religious teachings.

In line with the attitude of leaders, Indonesia also has many policies that hinder young people to get comprehensive SRHR services and even put them into risky situation. Regarding to the latest mentioned situation, Indonesia is still imposing Marriage Act (no 1/1974) that allow 16 years teen to get married. Unsupportive policies toward SRHR are [1] Family Welfare and Population Development Law (no 52/2009) which limits SRHR comprehensive services only for married couples, [2] Health Law

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[12] Indonesian Young Adult Reproductive Health Survey (IYARHS), (2007)
[13] School rules are based on the local ordonances imposed by local Education and Religious Affair.
[14] Guttmacher Institute (2008) Abortion in Indonesia, In Brief, 2008 Series, no. 2., Source: http://www.guttmacher.org/pubs/2008/10/15/IB_Abortion_Indonesia.pdf
[15] Guttmacher Institute (2008) Abortion in Indonesia, In Brief, 2008 Series, no. 2., Source: http://www.guttmacher.org/pubs/2008/10/15/IB_Abortion_Indonesia.pdf
[16] Guttmacher Institute (2008) Abortion in Indonesia, In Brief, 2008 Series, no. 2., Source: http://www.guttmacher.org/pubs/2008/10/15/IB_Abortion_Indonesia.pdf
[17] An exit survey by IPPA Youth Clinic by KPAN, 2011
[18] Pusat Penelitian dan Pengembangan Keluarga Berencana, *Survei Indikator Kinerja Rencana Pembangunan Jangka Menengah Nasional (RPJMN) Program Kependudukan dan KB Nasional*, Jakarta, Badan Koordinasi Keluarga Berencana Nasional, 2010.
[19] http://www.thejakartapost.com/news/2012/10/18/minister-rejects-proposal-sex-education.html

(no 36/2008) which limits safe abortion for 6 weeks and only for medical reason, rape and suspected impaired infant. [3] Social Welfare Law (no 11/2009) uses stigmatizing terms, like "socially impaired groups" to name Sex Workers, transgender and gays.

In 2005, facilitated by UNFPA, a national policy on SRHR was signed by 4 related ministries (Social, Health, Education, and BKKBN).This policy aims to target SRHR for youth through two programs. First, BKKBN's developed a program, called PIK-R, that targets counselling centres or. In 2010, the PIK-R has reached 9,195 centres, consisting of 7,455 centres in tumbuh (growth) phases, 1,337 centres in tegak (steady) phase, and 403 centres in tegar (firm) phase.[20] Secondly, MoH developed program, called PKPR (Youth Friendly Health Service Centres) that ensures that a Public Health Centre is based in each sub-district. In December 2008, it was reported that 26 provinces were having 1611 centres, and 2,256 health-centre attendants have been trained accordingly. However, both programs are of school curriculum. Recently, the Ministry of Education and Culture allows SRHR education in school. SRHR education will not be offered through a separate course, but will be increasingly included in other courses, such as Science (IPA), Biology, Physical Health and Sport Subjects (Penjaskes), Social Sciences (IPS) and Religious themes. [21]

Utomo and McDonald et al. (2008) concluded that the SRHR courses have been delivered in first grade of Elementary School until 12 grade of High School. Unfortunately, the courses are still normative in essence, relying on morality and deemed to bear social stigma related to sexuality, gender and HIV/AIDS issues. In addition, the Biology subject is delivered in strictly scientific way and lacks social and cultural aspect of SRHR.

2.1 Contracting details

When did cooperation with this partner start: 2000.

What is the MFS II contracting period: 1-4-2011 to 31-12-2015

Did cooperation with this partner end: No

If yes, when did it finish: Not applicable

What is the reason for ending the cooperation with this partner: Not applicable

Is there expected cooperation with this partner after 31st of December 2015: Yes.

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[20] BKKBN, *Data Potensi Wilayah Program KB Nasional 2010*, Jakarta : Direktorat Pelaporan dan Statistik, 2011.
[21] PSS PKBI DIY, *Analisis Kurikulum Pendidikan Kesehatan Reproduksi dan Seksual di SMA*, 2007. Cf. Utomo, McDonald, Hull, "Meningkatkan Pendidikan Kesehatan Reproduksi dalam Kurikulum Nasional Indonesia", *Gender and Reproductive Health Study Policy Brief,* No. 2, 2011

2.2 Background to the Southern Partner Organisation

History

Yayasan Pelita Ilmu (The Pelita Ilmu) was established on December 4, 1989. YPI was initiated by Dr. Zubairi after attending an international training on immunology in the mid-1980s. Together with his wife Sri Wahyuningsing, a public health expert, and his friend at FKUI/RSCM Dr. Samsuridjal, who had organizational skills to establish a NGO in the field of prevention of HIV transmission, they founded YPI. The name Pelita Ilmu arose spontaneously as in the early days, the activities carried out were located in schools, so as to be "light" for high school students to gain "knowledge" about healthy living as well as be responsible to prevent themselves from HIV infection. YPI was the first organization in Indonesia, working on the issue of HIV/AIDS. In the first two years, YPI received no core funding by donor organizations but searched for funding for every activity it undertook.[22]

Partnership between Yayasan Pelita Ilmu (YPI) and Rutgers WPF started in 2000 through a program of campaigning SRHR through peer educators. YPI initially visited mainly Senior High Schools near YPI office. YPI trained both students and teachers on the issues of SRHR and HIV prevention, and motivated them to be peer educators. Meanwhile, the teachers were also trained to support the campaign program in the schools. Since 2005, YPI has introduced a school based program for SRH education called DAKU (Dunia Remaja Seru- the lively Youth world). Collaboration between YPI and WPF continued through implementing Dance4life program, another SRHR education for youth, started in 2010.

The current project is a follow-up on implementing the Dance4Life program. It now also includes DAKU. YPI implements the DAKU and dance4life programs in a total of 14 schools in South and Central Jakarta in the 2012-2013 school year. Among these schools are 3 junior high schools participating in the dance4life program, and the remaining 11 are at senior high level: 6 in dance4life, 3 in DAKU and 2 in both DAKU and dance4life.

YPI obtained the funds from several donors , one the donors is MFS II . Most of intervention is used for increasing beneficiaries' capacity rather than organizational capacity. Nevertheless, YPI thought that improving skills for staffs is very important.
Besides running program and conducted training for teachers and students, this institution also provided opportunity for staffs to attend the training. The trainings for staffs are : journalistic , documentation, finance, and SRHR (Sexual Reproductive Health and Rights) training from PKBI (Perkumpulan Keluarga Berencana Indonesia)-an association for Family Planning in Indonesia.[23]

YPI sees that staffs' skill has been improved through training. Staffs have more responsibility in handling youth group ,being more skillful in report writing, being more skillful in giving technical assistance for youth in creating website, flyers, and leaflet and crating documenter film.[24]

Vision

To be a reputable and consistent institution in creating a society that has healthy-life behaviour, is independent and productive as well as providing quality health services.[25]

Mission

Empowering society to combat HIV and AIDS through education, assisting, outreach, and livelihood based on the principles of participation, partnership, equality, transparency and accountability.[26]

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[22] Evaluation Team (2012) Historical Timeline
[23] Annex D, MFS II Endline Evaluation, 2014.
[24] Workshop minutes meeting, MFS II Endline Evaluation, 2014.
[25] Evaluation Team (2012) Historical Timeline
[26] Evaluation Team (2012) Historical Timeline

Strategies

- Providing Information and Data,
- Expanding the continuum of SRHR education,
- Increasing knowledge and access on ARV ,
- Increasing earned income of women with HIV-AIDS,
- Strengthening Services for Children with HIV-AIDS,
- Developing the Management for Supporting PWAs,
- Strengthening the Organization Management,
- Mobilizing Funding Resources and Earned Income, and Developing Monitoring and Evaluation System.[27]

YPI has 4 major programs:
1. HIV / AIDS and SRHR Prevention Program
2. This program aims to prevent HIV transmission in the community, especially those who are at risk of contracting HIV from both work and behaviors such as medical providers, injectable drug users, sex workers, migrant workers candidates, youth, street children and others. In addition to HIV / AIDS program also aims at preventing unwanted pregnancies among adolescents, unsafe abortion, drug abuse, child involvement in drugs, and prevention of HIV transmission from mother to fetus / baby.
3. Counseling Program, HIV Testing and Health Services
   This program aims to provide quality services for those who require consultation, testing, and basic treatment for HIV / AIDS, drugs, and reproductive health. Most of them who benefited from this program, were referrals from other prevention programs and NGOs.
4. Community Support Program for People with HIV.
   This program is specifically carried out to foster public and government support for people living with HIV / AIDS (PLHIV) and their families. YPI currently own a shelter for people living with HIV until their family / community welcome them back or during treatment in Jakarta, as well as a model in addressing HIV / AIDS problems in family.
5. Communication and Development Program
   This program was developed not only to address reproductive health problems, drug abuse and HIV / AIDS, but also designed to meet the needs of local communities and future YPI development. The program includes life-skills training, publication of books and magazines, education / schools and free courses for public, and development of training center and business unit facilities.[28]

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[27] Evaluation Team (2012) Historical Timeline
[28] YPI_Bianual Report, 2013.

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[29].

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[29] 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

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 YPI that have taken place since 2011 are described. The information is based on the information provided by Rutgers WPF.

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
Workshop Strategic Communication	To promote effective communication towards clients utilizing a broad range of communication tools	Workshop	September 2013	n/a – partially funded by MenCare and ASK
Workshop on writing skills	Improve reporting skills	9 sessions, weekly	April-June 2013	n/a
Training for youth friendly services	To promote new means of communication with modern youth	Targeted training on communications. Social Media utilization was emphasised	November 2013	n/a
PME Workshop	Develop project monitoring and evaluation skills	3 day workshop Reflective workshop	July 2013 7-11 January 2014	n/a
SRHR Module development + training of trainers	Evaluate module implementation. Learn from other partners. Learn about context of SRHR education	Present work, discuss current development of SRHR module implementation and challenges in Indonesia	8-10 october 2013	n/a

Source: 5C endline_support to capacity development sheet_CFA perspective_Indonesia_YPI

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

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

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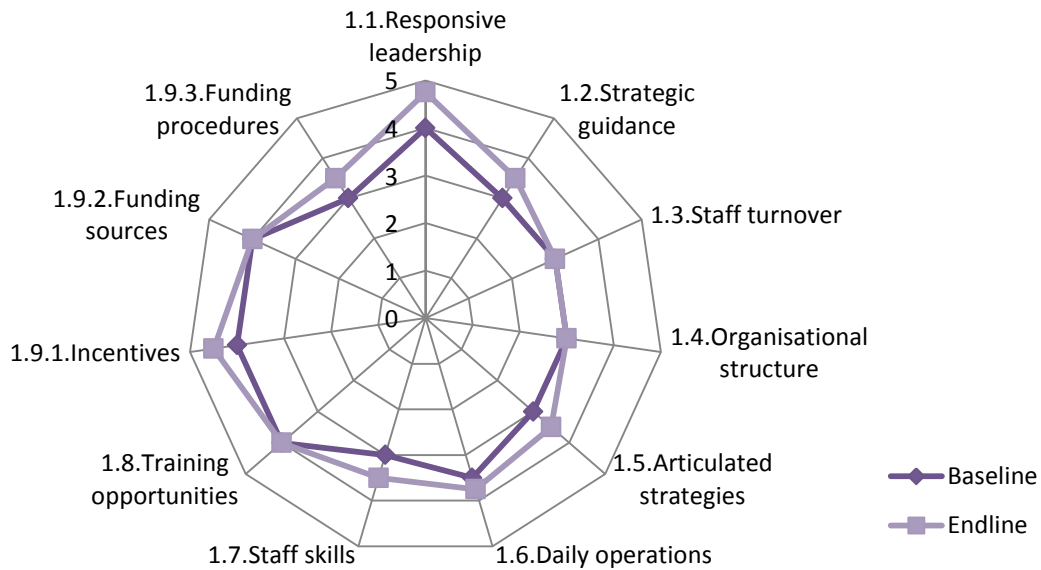
Capability to act and commit

The leadership of YPI has improved slightly in terms of their responsiveness and openness to organizational and programmatic issues. The areas of leadership improvements are program and strategic management, communication and partnership. The strategic guidance has become more specific and consistent with program strategic plans. Furthermore, strategic guidance has improved in terms of improved coordination by merging 3 offices to 2, by making decisions more promptly and firmly and by stimulating creative and inspiring program design. The Programme's strategies are now more based on monitoring and evaluation. Operations are based on the organizational strategies and by having a small budget it is possible to also keep running the activities even when funding is delayed. The structure of the organization hasn't changed since the baseline. There is no staff turnover during 2012-2014. However, staff is motivated by having more benefits compared to the baseline. The staff skills improved through training as well as informal sharing in weekly meetings on SRHR, data collection and reporting, and strategic communication Whilst diversity of funding sources hasn't really changed, YPI has developed a business unit named PT. Pelita Niaga Mandiri to assist in fundraising and ensure financial sustainability for the organization. The CFA has recommended that YPI further improve their strategic planning, external risk assessments and Budged vs. Actual (BvA) analysis.

Score: From 3.4 to 3.7 (very slight improvement)

Capability to adapt and self-renew

Monitoring and evaluation (M&E) is now more structured, particularly in relation to having a reporting system and a monitoring visit mechanism in place. However, monitoring and evaluation is still focused on activities and outputs rather than outcomes and impact. However, improved networking and relationships with partners as well as having a monitoring visit mechanism in place can inform YPI on trends and developments in the operational environment. Staff competencies have improved in terms of data collection and reporting, but there are still no dedicated M&E person in place, and staff have to combine these tasks with their program implementation tasks. Having more regular meetings have helped the organization to reflect on progress and adjust plans. Staffs are still able to share their ideas freely and this is even improved since merging three buildings into two. The CFA has also recommended that YPI further improve their M&E system and knowledge management, as well as improve their analytical skill to improve their reports and other documents.

Score: From 3.1 to 3.4 (slight improvement)

Capability to deliver on development objectives

All projects still have a work plan and budget which is used in day-to-day operations. Resources are now used more cost effectively by having less staff with more programme implementation responsibilities, by merging three offices into two offices, and by reducing printing costs and stationary costs. Implementation has improved due to improved staff capacity, and by having operational, financial plans in place, but the lack of analytical skills in implementation. Beneficiaries are now more involved in programme planning and by having the way discussions on their needs. The basis for monitoring efficiency lies in the work plans and budgets that exist for all projects. A comparison is made between expenditures and achievements, and this is discussed in the team coordination meeting. Moreover since the baseline and the united the three offices become two offices, the board of trustees is more involved in the progress implementation evaluation. However, there is no specific monitoring of the relation between the level of output (results) and the level of input (time and money spent). YPI needs to further improve their HR policy and carefully design training and capacity building for staff according to the CFA in order to manage the vast growing number of people with HIV/AIDS in Indonesia. Additionally annual planning needs further improvement, and stronger relationships with strategic stakeholders must be built.

Score: From 3.2 to 3.7 (slight improvement)

Capability to relate

YPI still collaborates with many stakeholders and target groups for learning and support, and to some extent for developing its policies. This is both at the international and national level. There are additionally close contacts with beneficiaries, which they even visit in their homes in remote areas. They have improved upon engaging with youth by having three-yearly meetings and performing school visits and youth meetings in the community. Within the organization communication is well developed and open and this has been further stimulated by a change in leadership, which stimulates openness as well as having 3 to 2 offices which has improved internal conclusion and coordination. There are regular staff meetings but communication can also occur using SMS, email or even Facebook. A mechanism for public accountability does not yet exist and can greatly benefit the organization. Stakeholders should be more involved in program planning and in sharing lessons-learned.

Score: From 3.7 to 4.1 (slight improvement)

Capability to achieve coherence

The vision, mission and strategies were discussed in 2013. In terms of operational guidelines, these are in place in terms of HRM and finance and there has been a decree on the status of staff employment since the baseline. Since that the job descriptions is more clearly. Projects, strategies and activities are still in line with the vision and mission of the organisation and to project activities are still mutually supportive. Operational planning and clear job descriptions are still areas that require further improvement as mentioned by the CFA.

Score: From 2.9 to 3.1 (very slight improvement)

4.2.2 General changes in the organisational capacity of the SPO

The evaluation team carried out an end line assessment at YPI. During the end line 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.

Donor requirements [35]

organization profesionalism improvement requirements to maintain credibility [27]

Staff capacity increased through training [23]

The number of staff increased (transferring skills from money project to another staff [18]

Increased the frequent of controlling from beneficiaries for YPI program improvement [11]

Incentive from leaders [28]

Leaders has more initiative to send staff for capacity building and availability of external fundings [19]

Staff has opportunities to attend training, comparative study, and course [12]

Close relationship between staff executive board, and founder [29]

The openess between staff and board [24]

Ideas from staff are accepted [13]

Increased staff working performance [2]

Improved service quality [1]

Change of Leadership style [36]

More Responsive [30]

Response to problem in the field. E.g : basic needs for ODHA [14]

Development of SOPs [37]

The need of guideline for organization [34]

To make job easier from leader to staff and YPI relation [33]

Working description is more detail (Job distribution : internal and external YPI) [31]

Appropriate action for offences because of a clear working description [15]

Efficiency [32]

Simplified the organizational structure ; Optimizing resources [25]

The existence of salary standard [8]

Efficiency result is used to improve employment's welfare [16]

Increased Job security [5]

Improving employment status (no more contract employment) [9]

Optimizing social media as communication forum among stakeholders [6]

Strenghtened networking [38]

Build a good relationship with related organization [26]

The existence or new partner for YPI Program [20]

Extending networks (initiating cooperation with new actor, e.g : MGBK, Aliansi Satu Visi) [10]

Improving network [3]

Donor decrease [21]

YPI is proactive to find nertwork and fund [17]

The founding of Ltd (companies) to provide servises in : training facilitation, health services, accomodation (homestay)services [7]

Strenghtened organization independency [4]

The key change in YPI's organizational capacity since the baseline is an improvement in service quality [1]. Three underlying factors caused this improvement:

1. An increase in staff working performance [2]
2. An improved network maintenance s [3]
3. Strengthened organization independency [4]

Each of these factors is explained in detail below.

First of all, the staff's working performance increased for six different reasons:

1. Increased frequency of controlling beneficiaries for YPI program improvement [11]
   a. YPI beneficiaries were frequented and monitored more intensely which lead to overall program improvement. This was enabled by a greater number of staff members with Monitoring and Evaluations skills from other projects [18]. Staff capacity in general increased through training, which enabled the sharing of Monitoring and evaluation skills [23] and application across other programs. The increased focus on developing staff skills came from a greater need to professionalize all aspects in the organization to maintain credibility in the field [27] and to adhere to donor requirements [35].
2. Staff has opportunities to attend training, comparative studies and courses [12]
   a. Generally staffs that do not have enough skills will be trained or given opportunity to attend seminars/course locally and abroad. The availability of external funding and also leaders initiative to send staff to attend trainings, course was the primary reason for staff to to attend training and courses [19].The leader is selective however in choosing who can follow courses, only those people that are willing and able are chosenIncreased staff motivation in turn came about from increased incentives from the leadership [28] and more openness between staff and board/management [24]. The latter was a logical consequence from the close relationship between the staff's executive board and the founder of the organization [29] which developed soon after the change in leadership style [36].
3. Ideas from staff are accepted [13]
   a. Similarly to the previous line of developments, ideas from staff became more accepted and encouraged due to the openness between staff and board [24].
4. Response to problems in the field [14]
   a. The organization was able to respond to more problems and issues in the field by generally becoming more flexible and responsive [30]. This can largely be attributed to the change of leadership style which caused a much flatter organizational structure [36]
5. Appropriate action for offences because of a clear working description [15]
   a. Much like the previous factor, staff members were not only able to respond faster to problems, but also able to act more effectively by taking appropriate action for offences [15]. This came about from clearer and more detailed job descriptions of work activities[31] on the one hand, and a simplified organizational structure on the other. The revision of job descriptions was performed to make jobs easier and responsibilities clearer [33] and generally provide more guidelines for the organization's work [34]. The development of Standard Operating Procedures (SOP's) lay at the foundation of all these formalization and specification actions [37]. The simplication of the organizational structure on the other hand happened for efficiency reasons [32], which went hand in hand with the change of leadership style [36].
6. Increased job security [5]
   a. Increased job security also played an important role in the increased staff working performance, which greatly impacted staff morale [5]. Since the baseline MFS2 5C evaluation, a salary standard was introduced [8] as well as an improvement in employment status (no more contract work) [9]. Both developments could be realized from cost-saving resulting from the simplification of the organizational structure [25].

The second factor that resulted in improved service quality of YPI was the improvement of YPI's network [3]. This resulted from an optimized use of social media as a communication platform for stakeholders [6] on the one hand, and due to expanding networks to other actors and beneficiaries [10] on the other. More actors could now be served more effectively. Both these developments came about from contacting and including the new partners in the YPI programs [20], which in turn

developed through the active networking and building of relationships with related organizations [26]. The latter resulted from the conscious decision of YPI to strengthen their networking activities.

The third and final factor affected YPI's improved service quality is the strengthened organization's independence from other organizations and stakeholders [4]. YPI achieved this by founding limited independent corporate entities to provide services such as training, facilitation, health services and accommodation. For example, YPI have done various fundraising activities such as giving trainings, organizing music events, acting as facilitator and developing a clinic. For example, one of YPIs field offices has already established a self-sustained training center successfully. The income generated from this initiative covers the operational expenses of the camp itself. This has not been practiced for the whole organization yet.However some plan has been initiated to make it in a larger scale [7]. The former was achieved by YPI's proactive stance in finding new funds and partners in their network [17] after a decrease in donor support became evident soon after the baseline [21]

4.3   Attributing changes in organisational capacity development - 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 outcome area has been identified, describing a particular change in terms of organisational capacity of the SPO. Process tracing has been carried out for each outcome area. In the capability to act and commit the following two outcome areas have been identified, based on document review and discussions with SPO and CFA: 'more motivated staff' and 'more recognized capacity to deliver SRHR training'.

In the capability to adapt and self-renew the following outcome area has been identified, based on document review and discussions with SPO and CFA: 'improved reporting'.

Table 2

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

Capability	Outcome area	MFS II supported capacity development intervention(2)
Capability to act and commit	More motivated staff	No related capacity development intervention found
Capability to act and commit	More recognized capacity to deliver SRHR training	1. SRHR training in October 2013 2. Training for Youth friendly services in November 2013 3. Workshop on strategic communication in September 2013
Capability to adapt and self-renew	Improved reporting	1. M&E training workshop in 2013-2014 2. Writing skills training in 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　More motivated staff

Increased staff working performance
(Annex G, I, L, N, Q, Workshop minutes meeting)
[1]

Motivated staff
(Annex D, J, N)
[2]

Improved staff welfare
(Annex I, L)
[3]

Better management working mechanism
(Annex L, I)
[4]

Provision of BPJS linked to insurance investment
(Annex I, L)
[8]

Better staff remuneration
(Annex I, L)
[9]

Improved job security
(Annex J, N)
[5]

Operational efficiency
(Annex L, N, P)
[6]

Sharing progress activities and program evaluation
(Annex J, Training questionnaire program staff
[7]

Changed of fixed term contract to permanent staff
(Annex I, J, P)
[10]

More intensive communication and coordination
(Annex G, I, J, L, N, R, Q
[11]

Leaders responded to the concerns
(Annex J, L, N, Workshop minutes meeting)
[12]

Fewer office
(Annex L, I, Workshop minutes meeting)
[13]

Raise concerns to have better remuneration
(Annex L)
[14]

Staff feel more confident to express their ideas
(Annex J, N)
[15]

Reduce operational costs (Annex J, N)
[16]

Improved meeting amongst staff management and board
(Annex I, J, L, Q)
[17]

Change of the leadership style
(Annex G, J,P, Workshop minutes meeting)
[18]

Awareness to have more intensive meetings
(Annex Q)
[19]

Internal evaluation
(Annex L, R, Workshop minutes meeting)
[20]

The baseline workshop process in 2012
(Annex L, R, Workshop minutes meeting)
[21]

During the endline workshop at YPI, a discussion was held around what staff perceived as the key changes in in the organisation since the baseline. This then led to a discussion on what were the key organisational capacity changes and why these changes have taken place according to staff present at the endline workshop. The discussion resulted in a 'general causal map' which is described below. The general causal map provides a comprehensive picture of organisational capacity changes that took place since the baseline, based on the perspective of SPO staff present at the endline workshop. Numbers in the narrative correspond to the numbers in the visual.

The identified organisational change under the capability to act and commit was ''more motivated staff [2] (Annex D, J, N), which is expected to contribute to increased work performance of staff to manage program activities [1] (Annex G, I, L, N, Q, workshop minutes meeting). The main underlying reason for this change is the MFS II organisational capacity development (5c) baseline process [21] (Annex L, R, workshop minutes meeting) which has inspired staffs, management and board management to improve some organizational aspects (Annex J), in particular, leadership [18] (Annex G, I, L, P, R, workshop minutes meeting) for example more responsive, decisive and open feedback. Staff has become more motivated due to improved staff welfare [3] (Annex I, L) and a better management working mechanism [4] (Annex I, J, L). Below you can find an explanation of how these changes have come about.

There were four main reasons for **improved staff welfare** [3] (Annex I, L): provision of BJS linked to investment [8] (Annex I, L); better staff remuneration [9] (Annex I, L); increased/improved job security [5] (Annex J, N); and operational efficiency [6] (Annex L, N, P).

Provision of BJS and insurance was linked to investment [8] (Annex I, L) which led to improved staff welfare by ensuring their insurance of health [3].

There has been better staff remuneration which was increased since December 2013 [9] (Annex I, L). The management acknowledged that the YPI remuneration is relatively low compared to other local organizations, but it is substituted by the provision of BPJS[30] and insurance linked to the investment [8] (Annex I,L). The investment insurance scheme is given to the staff with at least two-year service period. This improved staff remuneration is the result the leader's response to employee concerns, which were raised by staff [14] (Annex L). Staff would not have been able to raise such concerns without the new leader's ability to allow for such feedback [15] (Annex G, I, J, L, R). The main reason for this was that there was a change of leadership style. Previously the leader (the Director) was less responsive to staff concerns, and now the Director has better understanding to staff concerns [18] (Annex G, I, L, P, R, workshop minutes meeting).

The third reason for improved staff welfare was improved job security [5] (Annex J, I, L, N). Staff perceived increased job security [5] (Annex J, I, L, N) due to a change from fixed term contracts to permanent staff employment [10] (Annex I, J, P). This too was one of the changes brought about by the change of leadership [18] (Annex G, I, L, P, R, workshop minutes meeting).

The fourth reason for improved staff welfare was improved operational efficiency [6] (Annex L, N, P). This was related to a reduction in the number of offices [13] (Annex L, I, R, Q, workshop minutes meeting), which had to happen to reduce operational costs [16] (Annex J, N). These reductions came straight from the process of internal evaluation [20] (Annex L, R, minutes endline workshop). In the internal evaluation there was discussion related to how to make the organization more efficient by reducing the number of offices (from 3 to 2) and using the saved money to increase staff welfare.

The second reason for improved staff motivation was having a **better management working mechanism** [4] (Annex I, J, L). This came about as a result of the active sharing of progress on activities and program evaluation results [7] (Annex J, training questionnaire_staff, training questionnaire_program manager, training questionnaire_secretary of executive board), which resulted from an increased staff habit to communicate and coordinate more intensively [11] (Annex G, I, J, L, N, R, Q). This habit resulted somewhat automatically from the fact that there was a reduction in the number of offices [13] (Annex L, I, R, Q workshop minutes meeting) allowing staff to communicate more easily. The reduction in the number of offices also affected to the operational efficiency [6] (Annex L,N,P) that led to better management working mechanism [4] (Annex L,I). Having fewer offices, reduced operational cost has enabled the management to manage the working mechanism better. In addition to this, the quality of meetings and relationships between staff management and the board also increased [17] (Annex I, L, Q, R). The latter resulted from an increased awareness to communicate more closely [19] (Annex Q), which was one of the results from the process of baseline workshop process conducted by MFS II in 2012 [21] (Annex L, R, workshop minutes meeting).

During the 5C baseline workshop in 2012 [21] (Annex L, R, workshop minutes meeting), the development of the *historical timeline* and the *theory of change*, made staff become more aware of

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[30] BJPS is the Administrator for the Social Security System

the importance of having more intensive meeting amongst themselves, with management and with the executive board (source: CFA; additional sheet). The intensified meetings have increased staff's common understanding on the organization's current situation. It is also used as an internal forum for evaluation and at the same time as a means to strengthen the team work [20] (Annex L, R, workshop minutes meeting). YPI staff also said that they used to conduct regular meetings once in three months, but during the 5c baseline assessment, they became more aware of the importance of having more regular meetings. Intensive feedback and input through the internal evaluation has resulted to the change of leader's attitude. The leader is becoming more responsive, decisive and open to feedback [18] (Annex G, I, L, P, R, workshop minutes meeting).

The more intensive meetings also included an increased intensity of the board to have intensive interaction with staff [17] (Annex, I, L, Q, R). Through this, the board has better understanding on the updates of the organization. Before the baseline in 2012, meetings amongst management were not intensive and this was realized during the 5c baseline assessment in 2012 [19] (Annex L, R, workshop minutes meeting).

On the whole, the baseline 5c assessment in 2012 has had quite a big impact on the organisation in terms of a changed leadership style and ultimately motivated staff.

4.3.2 More recognized capacity to deliver SRHR training

Below you will find a description of the 'More recognized capacity to deliver SRHR training' and how this has come about.

YPI has been recognized and acknowledged by its peers in providing trainings on SRHR in addition to being already considered as an HIV-AIDS expert in Indonesia [1] (Annex A, B, C). The many invitations that YPI has received in which the organization was requested to act as a facilitator, resource person or consultant in various forums at the local, regional as well as national level, serves as proof for this. YPI's staff has become more confident in giving trainings and delivering SRHR information to beneficiaries [2] (Annex A,X) as a result of knowledge sharing to other organizations through internships [3] (Annex C,X), as well as knowledge sharing to other organizations involved in the alliance [4] (Annex A,X).

On the one hand knowledge was shared through the internship positions that YPI had created [3] (Annex C,X). In order to develop the issues of SRHR and HIV-AIDS amongst the youths, YPI initiated a *youth forum* within DKI Jakarta. The idea was to bring about one forum that comes from, was run by, and made for, youths who were working with these two issues as a basis. YPI performed the role of initiator and facilitator. This forum was the place where YPI staffs' learning process was disseminated to the members of the youth forum.

On the other hand, knowledge was shared through organizations involved in the alliance [4] (Annex X). YPI is involved in as a member, official or initiator in several alliances related to SRHR issues. Among the most important ones is the Independent Youth Alliance (ARI). Each alliance possesses communication mechanism both in the form of direct meetings and electronic media (social media). In general, these alliances were established as a place for various organizations in sharing their problems, insights, knowledge, information and agenda-setting. It is from and through these alliance forums that YPI's staff improved their capacity on SRHR training and communication. They often share what they have learnt from the forums they participated in, as well as being asked to join as committee members or facilitators of activities initiated by the alliance.

The sharing of knowledge and participation in these forums was enabled by the improved capacity as SRHR experts of the organization. During 2013, YPI increasingly participated in SRHR initiatives and venues next to practicing their existing expertise on HIV-AIDS, improving the capacity of the organizations SRHR expertise [5] (Annex A, X). This was enabled by the improved competencies to train and communicate with target groups on SRHR issues [6] (Annex A, B) on the one hand, but also through the addition of new staff members and volunteers who were increasingly involved in the SRHR programs and contributed to the capacity growth of the organization in the field of SRHR [10] (Annex A, X).

Improved competencies to train and communicate with target groups on SRHR issues can be attributed to three MFS II funded capacity interventions. In each training there was an unwritten agreement obliging them to share what they have learnt to others internally (Annex X).

SRHR Training [7] (Annex A, B, X

This training was held by RutgersWPF, on October 2013. YPI received an invitation for 3 participants. Who all attended. In the training emphasis was put on holistic understanding on everything related to SRHR. All partners who had implemented SRHR modules presented and shared their work which enabled them to learn from each other.

Training for Youth Friendly Services [8] (Annex A,B,X)

This training was held by PKBI in Cibubur on November 2013, and funded by MFS II and the ASK program. One YPI staff member attended the training, who was an active volunteer in YPI, and also a youth forum member. Targeted training to promote new means of communication to modern youth was given. The use of social media was emphasized.

Workshop on Strategic Communication [9] (Annex A,B,X)

This training was held in Bogor on September 2013 by One Vision Alliance. On YPI staff member attended the training. The training was focused on the development of a communication strategy, and how to strengthen the organization's standpoint to give communication more impact.

4.3.3 Improved reporting

The key organizational change in the capability to adapt and self renew was initially identified as 'improved monitoring and evaluation' but during the process was refined to 'improved reporting' since the focus was more on this part of monitoring and evaluation [2] (Annex A; training questionnaire_staff; training questionnaire program manager; training questionnaire secretary of the executive board; workshop minutes meeting); CFA Document). The improved reports help to develop work plans [1] (Annex P; training questionaire_staff; training questionaire_program manager; training questionnaire secretary of executive board).

Improved reporting has been influenced by three factors: getting more varied reports (report with more form of data such as more visual or pictures and photography) [3] (Annex C; workshop minutes meeting; training questionnaire secretary of executive board), an improved capacity to write reports [6] (Annex B; Annex M; training questionnaire program manager; training questionnaire staff; training questionnaire secretary of executive board) and getting more robust data for report writing [4] (Observation interview CFA; Annex G; Annex N; Annex I; Annex P; Annex R). Reports are getting more varied because they have lots of data and know how to present the data in their reports also the reporting format has become more complicated [3] (Annex A; C; workshop minutes meeting; training questionnaire secretary of executive board; workshop minutes of meeting).

Staff have improved their capacity to write reports [6] (Annex B; Annex M; training questionnaire program manager; training questionnaire staff, training questionnaire secretary of executive board; workshop minutes meeting), on the one hand because of the M&E training in 2012 [18] (Annex C; Annex B; training questionnaire program manager, training questionnaire staff), which came as a requirement by the CFA [21] (Annex D; Annex J). The second reason for improved reporting capacity was the sharing among staff of results of the writing skills training. One of the participants at workshop in YPI while facilitating sheet of perspective SPO said that they shared the training experience and knowledge to other colleagues) [10] (Training questionnaire_3 staffs). One of the managers indicated during an interview that staff who is responsible for the teenagers group, has better understanding in report writing (Annex C). One of the training participants admitted that before the training, she needed more guidance from the leader in report writing, while after the training she feels more independent and needs less guidance from the leader (training questionnaire program manager). The writing skills training itself was supported by RWPF in 2013 [19] (Annex C; Annex B; training questionnaire management; training questionnaire program manager), and led to better understanding of how to write a good reports [19] (Annex C; Annex B; training questionnaire management; training questionnaire program manager). Ultimately it was the requirement from the CFA for improved reporting which created the necessity to have the trainings on M&E and writing skills [21] (Annex D; Annex J).

The third reason for improved reporting [2] (training questionnaire staff; training questionnaire program manager; training questionnaire secretary of the executive board); CFA Document) is that more robust data are being supplied as material for the reports [4] (observation interview CFA; training questionnaire management; Annex G; Annex N; ; Annex R; workshop minutes of meeting). There are two reasons for getting more robust data: on the one hand more accountable data is being collected [5] (Annex J; Training questionnaire staff) and on the other hand meetings have improved [7] (Annex L; Annex P, Annex O, Annex R).

More accountable data is being collected [5] (Annex J; training questionnaire staff) by staff due to an increase in the competences to conduct interviews in the field, such as beneficiaries and teachers [9] (Annex M; Training questionnaire _staff), The competencies to has come as a result of improved awareness on the importance of validated data [14] (Annex M, Training questionnaire staff), not only by staff forward attended a training on monitoring and evaluation, but also staff who learned this from the people trained [8] (Annex M; training questionnaire program manager; training questionnaire program staff). This is mainly due to a training by RWPF on monitoring and evaluation, which was conducted in 2011 [18] (Annex C; Annex B; training questionnaire program manager; training questionnaire staff), and which was attended by the project officer, the program manager and the secretary of the executive board.

Other staff, who did not join the training also increased their awareness on the importance of data validation, since M&E training participants shared their training experience in organizational meetings [8] (Annex M; training questionnaire program manager; training questionnaire program staff). The need to share became clear to staff attending the training as their awareness of the importance of validated data collection increased [14] (Annex M, training questionnaire staff). Staff has begun to discuss with their colleagues about data collected in monthly discussions. The requirement from the CFA for improved reporting created the necessity to have the trainings on M&E and writing skills [21] (Annex D; Annex J).

The second reason for having more robust data is that meetings have been improved [7] (Annex L; Annex N; Annex P; Annex O; Annex R) for a variety of reasons. Firstly, the staff meetings are more intensive and regular, as stated by staff and executive board during the interview [11] (Annex D; Annex J; Annex L, Annex P; Annex R). YPI staff also said that they used to conduct regular meetings once in three months, but during the 5c baseline, they realized the importance of having more regular meetings [20] (CFA, Annex M, Annex R) and are now conducting monthly meetings as a result of baseline survey [11] (Annex D; Annex L; Annex L, Annex P).

Secondly, the executive board visits the YPI office more regularly [12] (Annex J; Annex L;). It is stated by the founder, that they initiate the meeting (Annex L). This statement is supported by one of the management, that the executive board is asking to conduct meetings to get information about the progress of activities (Annex L; Informal discussion with management) and is supported by admin staff [12] (Annex L) and by field staff (Annex J).

Thirdly, more staff are involved in regular meetings [13] (Annex L; Annex P; Annex N). In the last two years, YPI reduced the staff, which means that YPI doesn't have project staff anymore (Annex J; Annex L). Staff in YPI are permanent staff, who have rights and obligations based on YPI regulations. The smaller number of YPI staff, makes them being more involved in regular meetings.

During the 5C baseline workshop, and in particular the discussions on the historical time line and the theory of change, and during discussions with management [20] (Annex L, Annex R; Workshop minutes meeting), staff became aware of the importance of having intensive meetings among staff, management and the executive board [17] (Annex L, Annex R)

5   Discussion and conclusion

5.1   Methodological issues

General: Applied to all or most SPOs

With regard to the methodology, Indonesia has made some data collection adjustment based on the context. The first adjustment was related to the type of instrument used. To assess the organizational capacity, the study has provided self-assessment, observation and interview sheets. These all were used during the baseline with all SPOs. During the end line the team used self-assessment, interview and observation sheets. However the evaluator applied interview sheets as self-assessment—where participants were asked to fill these sheets by themselves. For the participants who did not attend the workshop, the interviews were done separately using the interview sheet and the results from the interview were included in the subgroup interview sheet that was already filled by the staff member. Were combined into the relevant sub categories in the interview sheet. Interview sheets were also applied for interviews with the CFAs, partners and consultants.

The baseline study showed that having two similar instruments (self assessments, and interview sheets) did not have any effect in relation to obtaining adequate and quality data.

To have some clarification post visit to all SPOs, the evaluator used email and phone interviews.

Yayasan Pelita Ilmu (YPI)

Yayasan Pelita Ilmu was the first organizations visited during the data collection for the pilot. It was selected for process tracing, however the visit could only be conducted once. In relation to process tracing, seven staffs filled the training questionnaire related to MFS II funded training events since the baseline in 2012. It was filled in two ways, by calling and emailing them during the Surveymeter training workshop with CDI in Yogyakarta last April 2014. Some other training questionnaires were filled during the second field visit in June 2014. The seven staffs filled the training questionnaire on various different trainings; two staff on the PME training (in 2012), one staff on the PME training (in 2013), one staff on the Sexual and Reproductive Health Rights training (in 2014), and three staffs on the communication training (in 2014).

The self-assessment was conducted directly during the endline visit. The evaluator did not send the self-assessment sheet prior to the visit. However not all participants were able to complete the sheets at that time and it was followed up on by email for completion. The participants involved in the study were 2 management, 2 coordinators/program manager, 1 administration, 4 field staffs, 1 M&E program, and 1 partner.

When developing the general causal map of key organisational capacity changes in the organisation since the baseline, as experienced by the SPO, instead of identifying the key changes generally, the evaluator guided the team to have it one by one per capability. Therefore there were five different independent maps developed which were later combined into one general causal map and verified with the SPO during the feedback process. The documents for desk review collected from the organization were very limited due to low response from the organization on this particular aspect; most of the documents gathered were received from the CFAs.

5.2   Changes in organisational capacity development

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?*
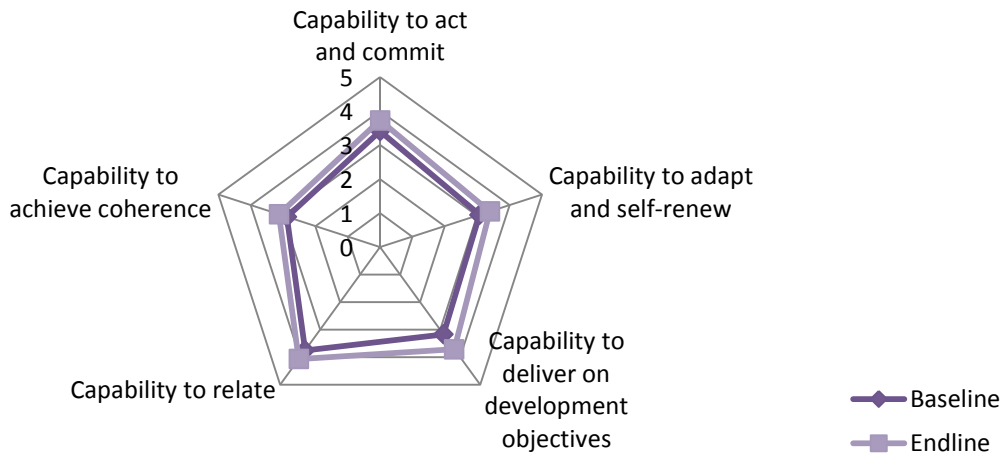
Whilst changes took place in all of the five core capabilities, the greatest improvement took place in the capability to deliver on development objectives. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

Over the last two years the capability to act and commit improved slightly. Leadership responsiveness has improved in terms of the board of executives demonstrating more openness to organizational and programme issues. Strategic guidance has slightly improved in terms of improved coordination by merging 3 offices in to 2, by making decisions more promptly and firmly, and by stimulating creative inspiring program design. In terms of articulating strategies, YPI improved slightly by utilizing results from new M&E approaches in developing work plans and strategies. Daily operations also improved very slightly due to allocating a small amount of budget to keep operations going, even when donor funding is pending. Staff skills improved slightly. YPI has responded to baseline findings on weaknesses in their staff' skills, by facilitating capacity building activities to address these weaknesses. In terms of incentives, YPI has been able to add secondary employment benefits in terms of annual bonuses, family support benefits and family excursions. YPI's funding procedures have also slightly improved through the construction of a self-sustaining business unit that assists in fundraising and ensure financial sustainability of the organization.

YPI's capability to adapt and self renew has improved slightly. The application of M&E is now more structured, particularly in relation to having a reporting system and a monitoring visit mechanism in place. M&E competencies have improved slightly too: Staff skills have improved in terms of data collection and reporting to for example the partners at provincial level. In terms of critical reflection, the organization's frequency of meetings has gone up in response to a need for more coordination amongst staff. This has resulted in a minor improvement on this particular indicator. Equally, the freedom for ideas has very slightly improved in that management is opening up to the idea to discuss ideas about program implementation with staff members. The system used to track the environment has been very slightly improved through more active networking of YPI in greater AIDS networks as well as utilizing social media more. YPI's best practice to involve partners and stakeholders in their program planning as a foundation to build long lasting relationships proves beneficial in terms of stakeholders responsiveness.

The capability to deliver on development objectives has shown the greatest improvement for YPI. In terms of clear operational plans, a very slight improvement has occurred as a result of YPI staff now being more aware of budget and funding sources and procedures. This resulted from open discussions with the Director. Cost-effective use of resources has greatly improved for YPI through a variety of policies. Amongst others, the merging of two offices, reduction of operational printing costs and fewer investments in computer hardware have greatly saved costs for the organization. In terms of delivering planned outputs, YPI has continued to improve its capacity to implement operational plans. YPI now highlights the importance of the relationship between work plan and financial plans prior to implementation to its staff members, which proves insightful for most. A slight improvement has occurred in terms of the mechanism for beneficiary needs through the introduction of two-way discussions. In balancing quality and efficiency, YPI has developed particularly the quality side of work through more structured work plans and program units. A monitoring system is in place to ensure that quality and efficiency remain balanced.

The capability to relate has slightly improved. Stakeholder engagement has slightly improved as a result of new collaborations with Aliansi Satu Visi, KPAN, KPAP DKI Jakarta and the Ministry of Social Affairs. Engagement with target groups has slightly improved as well, particularly through the organization of gatherings called OBRAS (lunch discussions) with particular guest speakers. Internal relationships have slightly improved due to more openness from management.

Finally, the capability to achieve coherence has only resulted in very slight improvements. In 2013 YPI facilitated a meeting to discuss and re-evaluate the organizations vision, mission and strategies. A slight improvement in terms of operational guidelines occurred since the baseline as board and management members now more frequently get involved in discussions about operational issues.

During the endline workshop some key organisational capacity changes were brought up by YPI's staff: more motivated staff and improved reporting. This paragraph has already shown some changes that are related to these issues. How the MFS II funding was linked to the two identified key organisational capacity changes will be further explained in section 5.3.

General organisational capacity changes related to MFS II Interventions

The evaluators considered it important to also note down the SPO's story in terms of changes in the organisation since the baseline, 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. Please note that this information is based only on the information provided by YRBI staff during the endline workshop, but no validation of this information has been done like with the process tracing causal maps. For details in relation to attribution, we refer to the next section (5.3).

During the endline workshop some key organisational capacity changes were brought up by YPI staff, these have been captured in the general causal map in 4.2.2:

1. An increase in staff working performance
2. An improved network maintenance
3. Strengthened organization independency

All of these are expected to contribute to YPI's improvement in service quality. YPI staff experienced these as the most important capacity changes in the organisation since the baseline.

Increased staff working performance resulted from increased frequency of controlling beneficiaries for YPI program improvement; staff having opportunities to attend training; comparative studies and courses; ideas from staff being accepted; response to problems in the field; increased job security. The increased frequency of controlling of beneficiaries was enabled by the greater number of staff proficient in M&E, which was enabled by more training, such as the PME workshop funded by RutgersWPF. This could be attributed to an overall improvement of the organizations' professionalism due to donor requirements. Staff has had more opportunities to attend trainings and develop due to YPI's leaders willingness to send staff to more training opportunities as well as more funding to do so being available as a result of external funding. This was enabled by incentives from the leaders and the openness between staff and board due to the close internal relationships between management, board and staff. Both these factors can be attributed to the change in leadership style. Ideas from staff were more accepted which can again be attributed to the greater openness between staff and management. Quicker response to problems in the field was enabled by a more responsive organization, which was made possible by the new leadership style. Appropriate action responses from staff were enabled by more detailed working descriptions, which can be attributed to the change of leadership on the one hand, and by better guidelines in the form of revisions of SOPs and new SOPs on the other.

Increased job security was due the implementation of a salary standard and improving employment status to full time contracts. Both were enabled by utilizing savings from other costs to improve employment benefits. These resources were freed up through simplifying the organizational structure and optimizing the use of resources. This efficiency initiative was enabled by the change in leadership.

Improving YPI's network resulted from the use of social media as a communication tool to address stakeholders, and extending networks through other alliances and partners. Both were enabled by the existence of new partners for the YPI program due to good relationships with related organizations as a result of more intense networking activities. The network also extended to new groups through YPI's proactive stance to find network partners and funds. This can be attributed to the urgency imposed on the organization by the decreasing of donors.

Increased independency of YPI was enabled by the founding of a private company to provide services in training, facilitation, health services and accommodation. With this business, new more sustainable funding sources are being attempted.

In conclusion, the general key changes causal map only provides limited information about the relation between MFS II interventions with the organizational capacity changes that YPI considered most important since the baseline. During the endline process tracing workshop, YPI did not mention specific MFS II capacity interventions that in their opinion had affected the key changes. However, it must be noted that this workshop was held very early on in the evaluation process and that YPI struggled in developing the initial maps and relating them to capacity development. In the course of their involvement in the endline evaluation process, this has changed, and additional insights were developed. The process tracing maps in section 5.3 provide more detailed information about the relation between MFS II funded capacity interventions and key organizational capacity changes. For a more detailed analysis on this matter, please refer to section 5.3 where process tracing findings are presented which can answer the attribution question with more certainty and validity.

5.3 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:

- More motivated staff
- More recognized capacity to deliver SRHR training
- Improved reporting

The first two organisational capacity changes fall under the capability to act and commit. The third organisational capacity change falls under 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 is also not the focus on this 5c evaluation. With the minimum information available the evaluation team tried to address these first 3 questions.

More motivated staff
Based on document review as well as interviews with CFA and SPO, more motivated staff was identified as a key organizational capacity change. However no specific MFS II funded capacity development interventions could be related to this organizational capacity change. Instead the change was mostly attributed to the external MFS II 5C baseline workshop process performed in 2012. Although was not designed as a MFS II funded organizational capacity intervention, it was experienced as an important capacity development intervention that triggered changes in terms of having more motivated staff. T

The questions regarding design, implementation, and reaching objectives are not applicable since this intervention wasn't planned and designed as a capacity development intervention funded by the CFA (MFS II). The attribution question will be answered however, in order to highlight how the baseline process invoked changes in organizational capacity at YPI, in particular in relation to having more motivated staff.

Attribution of observed results to MFS II capacity development interventions
YPI's more motivated staff occurred due to improved staff welfare and a better management working mechanism. Although neither of these factors relates to MFS II capacity development interventions, the MFS II baseline workshop process in 2012 triggered several changes in terms of organizational development that will be highlighted below (see also 4.3.1).

Staff welfare was improved after a series of changes in HR policies and operational efficiency which made work more enjoyable and effective. Since December 2013, better staff remuneration, new insurance benefits and improved job security through offering now permanent employment contracts are examples of implementations that occurred after a change of the leadership occurred in late 2012. This change in leadership style occurred after the organisation had performed a thorough internal evaluation. The director saw the value of changing his leadership style into a more responsive manner and open to his staff. He encouraged staff to express their ideas freely and raise concerns, which opened the door for discussion about remuneration and employment benefits.

In addition the new leadership style reduced operational costs and merged some of the YPI office, making communication and coordination of work much easier and greatly increasing operational efficiency. This too enabled improved staff welfare.

Finally the baseline evaluation workshop in 2012 forced staff and management to interact frequently, exchange ideas and thoughts and have more intensive meetings as this would result in more insight in to day to day activities, problems and opportunities. Meetings now also included more participants, including board members. This has led to better understanding amongst the board about what is occurring in the field.

On the whole, more motivated staff at YPI, due to improved staff welfare and improved management working mechanisms , where the result of many internal changes brought about by a change in leadership, after understanding organisational gaps which were identified in an internal evaluation that was set up after realising organisational capacity gaps with the external 5C baseline (MFS II) in 2012.

More recognized capacity to deliver SRHR training

The following MFS II capacity development interventions supported by Rutgers WPF are linked to the key organisational capacity change "More recognized capacity to deliver SRHR training" (please also see section 4.3):

1. SRHR training in October 2013

2. Training for Youth friendly services in November 2013
3. Workshop on strategic communication in September 2013

SRHR training – 8-10 October 2013
Design
This intervention was planned during the baseline, although no specific time was specified. The initiative was planned for YPI and other partners organizations of RutgersWPF, and intended to strengthen YPI's capacity to act and commit. Purposes of the workshop included: to evaluate the modules implementation and formulate various strategies for scaling up. And to learn from other partners about the hindrances in implementing sexuality modules in schools and best practices. Finally attendees were encouraged to learn about the context of SRHR education in Indonesia from a historical and social perspective.

The training was relevant for YPI as it relates closely to YPI's current expertise in HIV-AIDS issues. In the immediate term, RutgersWPF expected YPI to reach beneficiaries and advocate their needs to policy makers. In the long term, they expected YPI to enable program beneficiaries with improved knowledge and understanding of SRHR and ready to advocate their rights.

The expected effects and objectives 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 during the baseline, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation
The SRHR training workshop was done between 8-10 October 2013 and attended by three YPI staff members. YPI presented their work at schools and juvenile institutions on SRHR education. In the workshop, all RutgersWPF partners that had implemented SRHR modules met and discussed the most current development of the modules implementation in different provinces in Indonesia.

Reaching objectives
Since the objectives haven't been formulated as SMART objectives, it is difficult to assess to what extent these objectives have been reached. However, RutgersWPF indicated that YPI picked up on the material quickly, and expected that in the long term, a solid SRHR education program would be implemented by YPI. Therefore both objectives appeared to have been met, although the long-term objective still has not been reached, but is on the right track. The CFA did indicate that competencies to train and communicate with target groups on SRHR issues had improved.

Training for Youth friendly services – November 2013
Design
This intervention was planned by the CFA during the baseline. The training was relevant for YPI as it was in line with the organization's objective to reach out to more youth in schools and local communities.

The immediate expected effect as stated by RutgersWPF in the baseline was that YPI would have a better perspective on SRHR services for youth. The long term objective was for YPI to have improved understanding of how to develop friendly services for their youth clients. None of the expected effects were formulated in a very SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives.

Implementation
The training was held by PKBI in Cibubur on November 2013 and was funded by MFS II as well as the ASK program. One YPI member attended the training, who was also an active volunteer in YPI, and a permanent member of the youth forum. To the knowledge of the evaluation team, the session was carried out as planned.

Reaching objectives
Since the objectives were not formulated in a SMART way, it is difficult to assess to what extent they have been reached.

The CFA has stated that YPI has remained the expert on HIV-AIDS issues in Indonesa amongst all its partners. With the implementation of several youth related initiatives, such as the foundation of a youth forum and visits to schools, a stronger focus on youth services has been achieved. This aligns

with the short term expectation of the CFA. In regards to the long term objective, no evidence could be found that more friendly services for youth clients were achieved, but then this objective was not formulated in a very SMART way, and is difficult to measure without more specific SMART criteria. The CFA did indicate that competencies related to train and communicate with target groups had improved.

Workshop on strategic communication – September 2013
Design
This intervention was not planned during the baseline, and therefore no expected outcomes were formulated for the short and long term. The training itself concerned mostly the effective communication towards clients utilizing a broad range of communication tools, including social media. The training is therefore very relevant to YPI as it relates to the focus and objective to relate to new target beneficiaries, particularly youth.

Implementation
The workshop took place in Bogor in September 2013 and was aimed at RutgersWPF partners in the One Vision Alliance, and partially funded by ASK and MenCare. According to the CFA, YPI was included as their communication did not appear as structured as it could be. Additionally, the CFA intended to increase YPI's capacity in formulating more creative, innovative and popular messages to their target groups, particularly through the application of social media. One YPI staff member attended the training.

Reaching objectives
Since no (SMART) objectives have been formulated for this intervention, it is not possible to specifically say whether objectives were reached. The CFA has stated that following the workshop, they immediately observed a higher number of visits to health providers. The also stated that following the workshop they hoped that YPI would see a long term improvement in effective communication of HIV-AIDS and SRHR campaigns in different media channels. The CFA did indicate that competencies related to train and communicate with target groups had improved.

Attribution of observed results to MFS II capacity development interventions

YPI was recognized as an organization with the capacity to deliver SRHR training in addition to being an HIV-AIDS expert. This was due the greater confidence in giving trainings and delivering SRHR information to beneficiaries since the baseline. This increased capacity can be attributed to three specific MFS II funded capacity interventions which brought about a series of organizational capacity changes (see also 4.3.1).

Greater confidence in giving trainings and delivering SRHR information to beneficiaries was due an increase in knowledge sharing to other organizations through an internship program on the one hand and through knowledge sharing to other organizations involved in the alliance on the other. Both these knowledge sharing opportunities were possible as a result of improved capacity of the organization as an SRHR expert. This resulted from improved competencies to train and communicates with target groups on SRHR issues on the one hand, but also due to the addition of new volunteer staff actively involved in for instance the youth programs.

The improved competencies can to a large extent be attributed to the three MFS II funded capacity interventions in the form of SRHR training, training for youth friendly services and the workshop on strategic communication, all of which took place in 2013.

On the whole, staff being confident in giving training and in delivering SRHR information to beneficiaries, can to a large extent be attributed to the MFS II capacity interventions that were carried out by RutgersWPF since the baseline in 2012. Specifically, these capacity interventions were a SRHR training; the training for youth friendly services; and a workshop on strategic communication, all held in 2013. In addition to that, having new volunteer staff members also played a role in this improved capacity. on SRHR;training competency and ability to communicate effectively about the issue with target beneficiaries.

Improved reporting
The following MFS II capacity development interventions supported by Rutgers WPF are linked to the key organisational capacity change "Improved reporting" (please also see section 4.3):

1. M&E training workshop in 2013-2014

2. Writing skills training in 2013

M&E training workshop – July 2013 and January 2014
Design
This intervention was planned during the baseline as ' M&E training' with the following immediate objective "Partners are able to use monitoring tools to report their progress" and the following long term objective "Partners have improved understanding of how to utilize M&E tools and analyse findings". .

In the baseline workshop M&E was established in the theory of change as an important issue, which makes it relevant to the organisation

The expected effects and objectives 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 during the baseline, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation
The M&E training workshop was organized in two sessions. The first session was a three day workshop in July 2013 with the focus on an outcome measurement (OM) survey. In this workshop together with partners, Rutgers WPF discussed the purpose of conducting the OM survey, adjusted the methods (questionnaires etc), and developed work plans. Measuring Outcomes was a new approach introduced by the donor, to allow partners to see their achievements and whether they are on track or not.

The second session took place between 7-11 January 2014. The session discussed thoroughly all result areas under the MFS II project. Included in the workshop was the evaluation of the process, approach, strategy, strengths and weaknesses of the project implementation.

In both sessions, one staff member from YPI has attended.

Reaching objectives
Since the objectives haven't been formulated as SMART objectives, it is difficult to assess to what extent these objectives have been reached. However, RutgersWPF indicated that an immediate change observed was that M&E approaches became more structured, a positive development which met their immediate objective of YPI being able to use monitoring tools to report their progress. With respect to the long term objective, which entailed the improved understanding of how to utilize M&E tools and analyse findings, it was found that more M&E understanding was shared amongst colleagues and the tools were used in practice. Both objectives have been met, although it is difficult to be specific in this regard without more SMART objectives.

Writing skills training – April to June 2013
Design
This intervention was not specifically planned by the CFA during the baseline, although it was observed in the baseline (and prior) that YPI's reporting skills were poor. With the writing workshop, Rutgers WPF intended to improve that need in the immediate future. For the long term, the CFA expected that the workshop would also improve analytical skills of the attendees.

The need for improved reporting skills were recognized by both the CFA and SPO, as well as a strict requirement from the Donor. The intervention was therefore very relevant for YPI.

None of the expected effects were 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.

Implementation
This training consisted of 9 sessions, weekly, with 2 mentors, between April – June 2013. Partners from DKI Jakarta were invited to join the sessions held in the current Rutgers WPF Indonesia office in South Jakarta. The sessions were attended by one staff member from YPI who described the trainings as useful, relevant and effective.

This intervention was not planned for by the CFA during the baseline and details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Therefore, no further judgement can be made on whether this intervention was implemented as designed.

Reaching objectives
Since the objectives were not formulated in a SMART way, it is difficult to assess to what extent they have been reached.

The CFA has stated that reporting has improved, although not yet for all off YPI staff members. The CFA has not been able to assess whether the long-term objective has been reached as well, particularly in regard as to whether individuals have increased their analytical skills, which is difficult to measure without moreSMART criteria.

Attribution of observed results to MFS II capacity development interventions
Improved reporting occurred due to supplying a variety of reports, increased capacity to write such reports, and supplying robust data as report material (see 4.3.2). Each of these developments can be attributed to MFS II interventions, as is described in detail below.

Supplying a variety of reports occurs as more accountable data is collected and because staff has increased its capacity to report better. More accountable data can be attributed to the sharing of results of the M&E training sessions which took place in 2013 and the increased ability to interview beneficiaries. Sharing of training experiences and validated data in general has been a key lesson of the M&E training workshop in 2013, whilst better interviews can be attributed to the improved staff skill to collect data. This too was a key component of the M&E training workshop. The workshop was funded by MFS II.

Furthermore staff's capacity to write reports has been brought about through sharing of the results of the writing skill training to other colleagues, as well as better understanding to write a good report of the staff member who attended the writing skill training sessions in 2013. Increased capacity to write reports can therefore be fully attributed to the writing skills training, which was 100% funded as an MFS II intervention by Rutgers WPF.

Lastly, supplying robust data as report material resulted from the availability of more accountable data on the one hand, as discussed above. On the other hand improved meetings (in which staff had begun to discuss data collected with their colleagues) contributed to more robust data as well. Improved meetings occurred due to more intensive regular staff meetings, more board meetings, and more staff involved in the general meetings. This new meeting culture resulted from the staff and management becoming aware of the importance of having such meetings and making them more intensive and interactive to encourage dialogue and sharing of ideas and concerns. This awareness was created by the process of the 5C baseline survey which occurred in 2012, and was also an MFS II supported intervention, albeit not intended and directly sponsored by the CFA as a capacity development intervention.

In conclusion, the key organisational capacity change "improved reporting" can be to a large extent attributed to MFS II funded capacity development interventions, in particular the M&E trainings in 2012 and the writing skills training in 2013, since these are related to enhanced capacity to collect robust data and enhanced capacity to write reports. Furthermore, the organisation has taken steps to improve their meetings after realising the importance of this during the 5C baseline study (MFS II).

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01-LAPORAN PKO-OCA-YPI JAKARTA -2013-final-bahan.docx

02-LAMPIRAN 1-TABEL ANALISIS DATA-PKO-OCA-YPI JAKARTA -2013- LAP -DRAFT.xlsx

Annex B_5C endline_support to capacity development sheet_CFA perspective_Indonesia_YPI_Rutgers WPF -- new input.docx

Special Evaluation Endline 2014. docx.docx

YPI - Biannual 2013 Final E2 - 5Aug13.docx

Annex A_5c endline_assessment sheet_Dutch co-financing organisations_Indonesia_YPI_Rutgers WPF

Annex B_5C endline_support to capacity development sheet_CFA perspective_Indonesia_YPI_Rutgers WPF

Observations interview CFA [raw notes]- Rutgers WPF

Report OCA 2013 - FINAL English.docx

RutgersWPF _AR2012_ENG.pdf

Annex ... 5c endline_questionnaire_PM&E Workshop_participant perspective_Indonesia_YPI_Elok Nastitit.doc

Annex ... 5c endline_questionnaire_Report Writing Workshop_participant perspective_Indonesia_YPI_interview_Wasiyati.doc

Annex C_5C endline_support to capacity development sheet_SPO perspective_Indonesia_YPI_English (1)

Annex R_5c endline_observable indicators at SPO_Indonesia_YPI

BAHASA-Annex C_5C endline_support to capacity development sheet_SPO perspective_Indonesia_YPI

BAHASA-Annex D_5c endline interview guide_partners_Indonesia_YPI.docx

BAHASA-Annex G_5c endline self assessment_subgroup_program staff_Indonesia_YPI.doc

BAHASA-Annex I_5c endline self-assessment_Admin HRM staff_Indonesia_YPI.doc

BAHASA-Annex J_5c endline self-assessement sheet_field staff_Indonesia_YPI.doc

BAHASA-Annex L_5c endline interview guide_subgroup_management_Indonesia_YPI.docx

BAHASA-Annex N_5c endline interview guide_subgroup_MandE staff_Indonesia_YPI.doc

BAHASA-Annex P_5c endline interview guide_subgroup_field staff_Indonesia_YPI (Salinan berkonflik renta sihombing 2014-10-24).doc

BAHASA-Annex Q_5c endline observation sheet_Indonesia_YPI.doc

BAHASA-Interview Training_SRHR_Atik_Indonesia_YPI.doc

BAHASA-Interview Training_Stategic Communication_Hikmah_Indonesia_YPI.doc

BAHASA-interview training_Strategic Communication_Rajab_Indonesia_YPI.doc

Bahasa-Notulen Workshop.docx

ENGLISH_Annex ... 5c endline_questionnaire_PM&E Workshop_participant perspective_Indonesia_YPI_Usep Sholahudin.docx

ENGLISH_Annex X_ 5c endline_questionnaire_Process Tracing C1.2 Capacity SRHR_participant perspective_Indonesia_YPI_Usep Sholahudin 03022015.docx

List of Respondents

People Present at the Workshops

Date:	4-7 April 2014	Organisation: YayasanPelitaIlmu		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Usep Solehudin	Secretary of Board of Management	20 years	081510550752	uhudin@yahoo.com
Program/ Project staff				
Wasiyati	Clinic Coordinator	24 years	0818780728	cedefour@yahoo.com
Tika Suryaatmaja	Manager Program	-	-	-
Field staff staff				
Siti Sundari	Field staff	16 years	08129422321	sitisundari2007@yahoo.com
Rajab Kurniawan	Field Staff for Dance for life Program			
Elok Nastiti	Field Staff MFS II			
Administration / Keuangan				
Agus Suhendra	Administration / Finance			

List of People Interviewed

Date:		Organisation: YayasanPelitaIlmu		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Usep Solehudin	Secretary of Board of Management	20 years	081510550752	uhudin@yahoo.com
Husein Habsyi	Vice chairman		08121834881	habsyi98@yahoo.com
Program/ Project staff				
Wasiyati	Clinic Coordinator	24 years	0818780728	cedefour@yahoo.com
Tika Suryaatmaja	Manager Program			
Admininistration / finance				
Agus Suhendra	Administration / Finance	-	-	-
Field staff staff				
Siti Sundari	Field staff	16 years	08129422321	sitisundari2007@yahoo.com
Elok Nastiti	Field Staff MFS II			
Rajab Kurniawan	Field Staff for Dance for life Program			
Fatimah				
Monitoring and Evaluation				
Eni	Monev staff for NU program	-	0818770086	-
Others				
Yusuf	The Director of Vesta (partner)		08164273868	

Appendix 1   Methodological approach & reflection

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.

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.[31] 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.

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[31]   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.

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

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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.

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.

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General questions about key changes in the capacity of the SPO

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

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

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

1. *How has the situation of this indicator changed compared to the situation during the baseline in 2012? Please tick one of the following scores:*
   o   -2 = Considerable deterioration
   o   -1 = A slight deterioration
   o   0 = No change occurred, the situation is the same as in 2012
   o   +1 = Slight improvement
   o   +2 = Considerable improvement
2. *Please describe what exactly has changed since the baseline in 2012*

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> 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.

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	HUNDEE	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[32]

Capability to:	BVHA	COUNT	DRISTI	FFID	Jana Vikas	Samarthak 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	Woorden Daad	Yes; both capabilities
DRISTI	31-03-2012	Yes	Yes	No	no	Hivos	No - closed in 2012
FFID	30-09-2014	Yes	Yes	Yes	Yes	ICCO	Yes

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

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

INDONESIA

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

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

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

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

Source: country baseline report, Indonesia.

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

Table 6

SPOs selected for process tracing – Indonesia

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

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

LIBERIA

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

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

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

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

Source: country baseline report, Liberia.

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

Table 8
SPOs selected for process tracing – Liberia

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

Key steps in process tracing for the 5C study

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

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
   7.

Some definitions of the terminology used for this MFS II 5c evaluation

Based upon the different interpretations and connotations the use of the term causal mechanism we use the following terminology for the remainder of this paper:

- A **detailed causal map** (or **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.
- A **causal mechanism** = is 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 (Beach and Pedersen, 2013, p. 176).
- **Part** or **cause** = one actor with its attributes carrying out activities/ producing outputs that lead to change in other parts. The final part or cause is the change/ outcome.
- **Attributes of the actor** = specificities of the actor that increase his chance to introduce change or not such as its position in its institutional environment.

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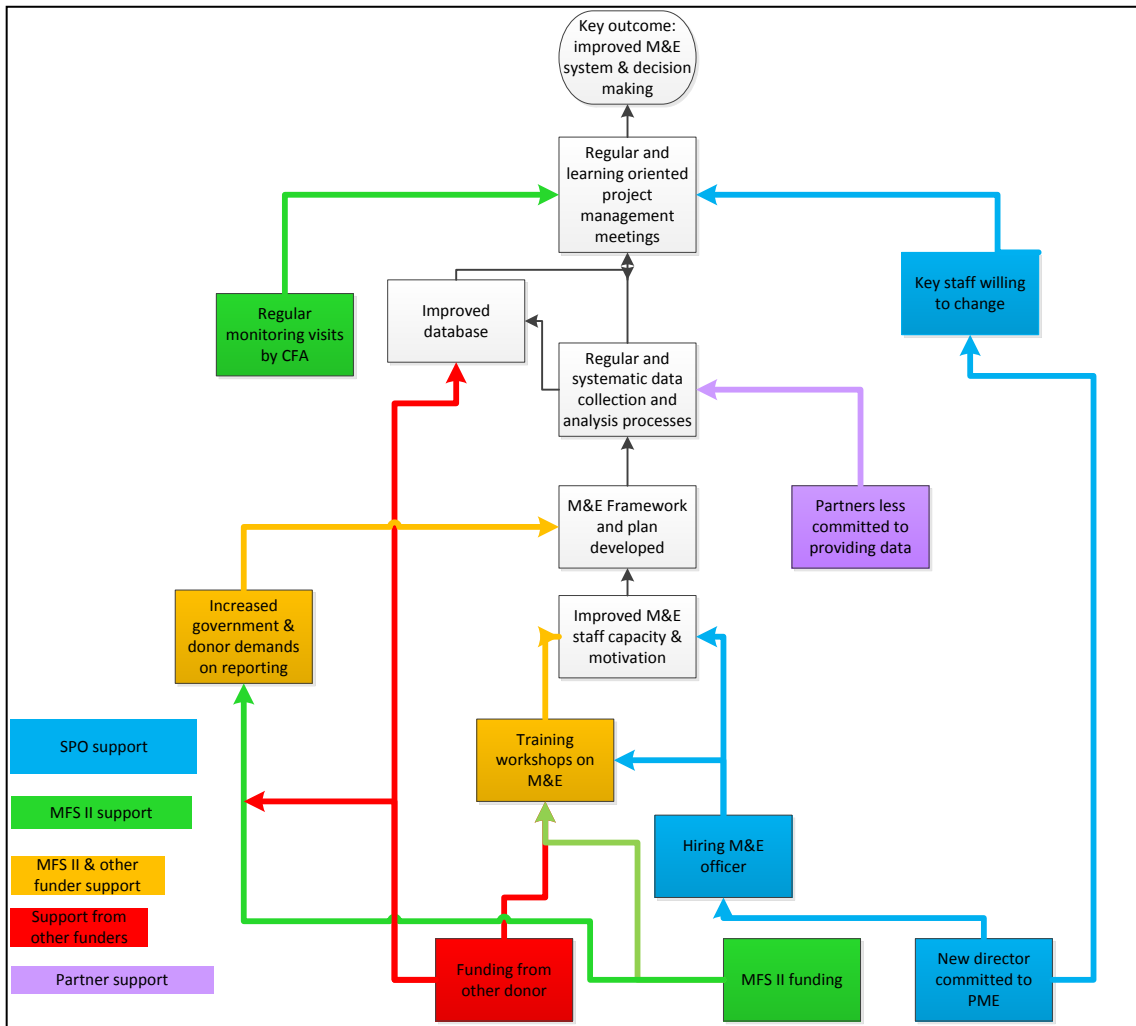
Figure 1   *An imaginary example of a model of change*

*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.

- **Pattern evidence** relates to predictions of statistical patterns in the evidence. For example, in testing a mechanism of racial discrimination in a case dealing with employment, statistical patterns of employment would be relevant for testing this part of the mechanism.
- **Sequence evidence** deals with the temporal and spatial chronology of events predicted by a hypothesised causal mechanism. For example, a test of the hypothesis could involve expectations of the timing of events where we might predict that if the hypothesis is valid, we should see that the event B took place after event A took place. However, if we found that event B took place before event A took place, the test would suggest that our confidence in the validity of this part of the mechanism should be reduced (disconfirmation/ falsification).
- **Trace evidence** is evidence whose mere existence provides proof that a part of a hypothesised mechanism exists. For example, the existence of the minutes of a meeting, if authentic ones, provide strong proof that the meeting took place.
- **Account evidence** deals with the content of empirical material, such as meeting minutes that detail what was discussed or an oral account of what took place in the meeting.

Source: Beach and Pedersen, 2013

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.

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.

Methodological reflection

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

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

provided rich information for the SPOs and CFAs, and many have indicated this was a useful learning exercise.

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

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

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

A few remarks need to be made:

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

crucial. Also attrition and change in key organisational positions can contribute considerably to the outcome.

Utilisation of the evaluation

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

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

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

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

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

5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process: The SPO perspective has also brought to light a new experience and technique of self-assessment and self-corrective measures for managers. Most SPOs whether part of process

tracing or not, deeply appreciated the thoroughness of the methodology and its ability to capture details with robust connectivity. This is a matter of satisfaction and learning for both evaluators and SPOs. Having a process whereby SPO staff were very much engaged in the process of self-assessment and reflection has proven for many to be a learning experience for many, and therefore have enhanced utility of the 5C evaluation.

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

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

In order to have a common framework for evaluation, the five capabilities have been reformulated in outcome domains and for each outcome domain performance indicators have been developed. A detailed overview of capabilities with outcome domains and indicators is attached in Appendix 3.

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.

Endline Description of Indicators Yayasan Pelita Ilmu (YPI)
Capability to Act and to Commit
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.

As in the baseline, leadership is still considered to be flexible, familial and sensitive. At this stage the leadership of YPI (referred to the board of executives) has shown improvement in their responsiveness and openness to organizational and programmatic issues. . The areas of leadership where improvements took place, are in the areas of program and strategic management, communication and partnership. YPI staff appreciated the improvement on how management responded to: 1) appreciation to the staff' ideas and providing constructive feedback 2) program implementation improved by having staff meetings at least once a week; 3) decision in office management strategy by merging 3 offices into 2 offices that lead to improved coordination; 4) firmness and promptness in decisions made; 5) stimulating inspiring and creative program design and implementation and 6) changing the form or relationship in their partnership with Vesta.

Score : From 4 to 4.75 (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

The changes indicated in strategic guidance have a strong relationship with the improvement in responsive leadership practiced over 2012-2014. Most of the findings presented that the leadership has practiced the same approach in strategic guidance where the formal and informal approaches are applied. The strategic guidance has become more specific and consistent with program strategic plans. The YPI's leadership has more attention to the program outputs delivered by Vesta. On the other hand, YPI has positioned themselves as equal partners to Vesta. It has created a change of their relationship. Vesta felt YPI has become more appreciative to their inputs, for example their advice to have more formal meetings at six monthly basis to facilitate program discussion has been taken into account. They are now using this event as an opportunity to review their program. On the other hand, the YPI leadership has been open to inputs and feedbacks that lead to their ability to respond creatively. This is shown by the approach of nurturing, sharing and learning amongst Vesta field office such as sharing data management. Furthermore, strategic guidance has improved in terms of improved coordination by merging 3 offices to 2, by making decisions more promptly and firmly and by stimulating creative and inspiring program design.

Score: From 3 to 3.5 (slight improvement)

1.3. Staff turnover: 'Staff turnover is relatively low'
This is about staff turnover.
In the baseline, there were 15 permanent staffs, 55 contract staffs, and 72 volunteers. However, since December 2013, the management decided after the contract staffs ended, there were no more contract staffs. Some contract staffs were given opportunities to become permanent staffs therefore the permanent staffs are 20 consists of 13 female and 7 male. Based on the amount of permanent staff, there is no staff resigned from YPI.

Score: From 3 to 3 (no change)

1.4 . Organisational structure 'Existence of clear organization structure reflecting the objectives of the organization"
Observable indicator: Staff have copy of org. structure and understand this

The organisational structure is still the same as during the baseline. There is a formal structure including a Board of Trustees, an Executive Board, staff and volunteers. Responsibilities and decision-making power are shared between these groups. The higher forums focus on policy aspects and lower forums on project implementation and day to day activities.

Score: From 3 to 3 (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.

There is an improvement in monitoring and evaluation which assists YPI in developing work plans and strategies. They have quarterly meetings to follow up the data M&E. The findings in M&E will be followed up in each project. YPI strengthened the understanding of PME and the stages of implementation of project, knowing what a baseline survey is and how to do that, whilst also understanding how to use the field data which can be used for developing a new program.

Score: From 3 to 3.5 (slight improvement)

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.

Leadership initiatives are supported by proactive staff, and now there is sufficient budget allocation from several funding sources. YPI has been implementing the activities in accordance with the organization's strategic plan, even though in implementation sometimes the operations depend on donor funding, but YPI now has a small budget allocation to ensure small activities keep going.

Score: From 3.5 to 3.75 (very slight improvement)

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.

The staffs have the skills required to perform the work. Most of them are having related experience in implementing HIV/AIDS programs. YPI has responded to baseline findings on weaknesses in their staff' skills, by facilitating capacity building for their staff. Formally, the staffs are trained in several topics such as SRHR and strategic communication. The alternative approach to increase staff' skills through sharing sessions are regularly conducted at weekly meetings where one staff is appointed to deliver one relevant issue to be presented to colleagues. The management also facilitates the staff skills improvement through leading by example in terms of sharing experience and skills to the staff in an informal and less structured way. In addition to improve staff knowledge and skills on SRHR, staff skills has also improved in terms of data collection and reporting. Some staff also increases their capacity in managing program and financial management. However, staffs still lack analytical skills to understand problems in the field.

Score: From 3 to 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

The management is open to their staff in terms of training opportunities coming from related programs or as collaboration with other NGOs. The numbers of opportunities did increased slightly from 2012 onwards, and training are still based on selecting people were able and willing to attend training. The staff noted that most of the time the same persons are sent to several trainings. An MFS II funded training on monitoring and evaluation in 2012, has increased the competencies of staff as a project officer of MFS II to collect and report on more accountable data. Furthermore, a writing skills

training in 2013, which was funded by MFS II, has improved the capacity of program manager write reports.

Score: From 4 to 4 (no change)

1.9.1   Incentives: 'Appropriate incentives are in place to sustain staff motivation'
This is about what makes people want to work here. Incentives could be financial, freedom at work, training opportunities, etc.

The staff still appreciates the many benefits like training opportunities; secondary benefits such as allowances and insurances; the warm atmosphere in the office; the contribution YPI makes to society; and the freedom at work and the ability to make decisions for yourself. In relation to changes in leadership capacity, additional benefits have been added such as annual bonuses, family support benefits and family excursions.

Score: From 4 to 4.5 (Slight improvement)

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.
The funding from Global Fund and Rutgers WPF are still running toward the year of 2015. At least two funding sources from the Social Ministry and Social Services are secured for the HIV/AIDS program. In addition to that, a different approach is taken by having a business approach to fund YPI. This business unit transformed into a company named PT Pelita Niaga Mandiri. Staffs have concerns about the financial sustainability of YPI.

Score: From 4 to 4 (no change)

1.9.3. Funding procedures: 'clear procedures for exploring new funding opportunities'
This is about whether there are clear procedures for getting new funding and staff are aware of these procedures.

The YPI management has attempted to shift their approach of new funding and have explained to staff the importance of funding and the new funding mechanism. Furthermore, the management also has introduced the new business unit to support YPI's need for operational funding. This business unit operates under a name of PT Pelita Niaga Mandiri that assists in fundraising and ensures financial sustainability for the organization. This company supports the youth to be an entrepreneur through trainings and relate it with the provided programs.

Score: From 3 to 3.5 (Slight improvement)

Summary Capability to Act and to Commit
The leadership of YPI has improved slightly in terms of their responsiveness and openness to organizational and programmatic issues. The areas of leadership improvements are program and strategic management, communication and partnership. The strategic guidance has become more specific and consistent with program strategic plans. Furthermore, strategic guidance has improved in terms of improved coordination by merging 3 offices to 2, by making decisions more promptly and firmly and by stimulating creative and inspiring program design. Programmes strategies are now more based on monitoring and evaluation. Operations are based on the organizational strategies and by having a small budget it is possible to also keep running the activities even when funding is delayed. The structure of the organization hasn't changed since the baseline. There is no staff turnover during 2012-2014. However, staff is motivated by having more benefits compared to the baseline. The staff skills improved through training as well as informal sharing in weekly meetings on SRHR, data collection and reporting, and strategic communication Whilst diversity of funding sources hasn't really changed, YPI has developed a business unit named PT. Pelita Niaga Mandiri to assist in fundraising and ensure financial sustainability for the organization. The CFA has recommended that YPI further improve their strategic planning, external risk assessments and Budged vs. Actual (BvA) analysis.

Score: From 3.4 to 3.7 (very slight improvement)

Capability to Adapt and Self Renew
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).

Monitoring and evaluation (M&E) is now more structured, particularly in relation to having a reporting system and a monitoring visit mechanism in place. However, monitoring and evaluation is still focused on activities and outputs rather than outcomes and impact. The monitoring and evaluation is embedded to program coordinator. However, staff indicated that the reporting template is implicated. There is however room for more improvement. A dedicated M&E person should be allocated in the program and more monitoring visits should be budgeted. Until now, M&E functions are implemented by staff including the management. Although staff has been trained in M&E (in particular, data collection and reporting). These tasks have to be performed along with other program implementation tasks. Monitoring results are only discussed and recorded at monthly meetings, quarterly meetings and annual evaluations.

Score: From 3 to 3.5 (slight improvement)

2.2. M&E competencies: 'Individual competencies for performing M&E functions are in place'
This is about whether the SPO has a trained M&E person; whether other staff have basic understanding of M&E; and whether they know what information to collect, how to process the information, how to make use of the information so as to improve activities etc.

Staff skills have improved in terms of data collection and reporting to for example the partners at provincial level. Currently YPI undertakes quantitative and qualitative data collection based on donor requirements and this is documented in their organization website - www.ypi.or.id. There is still no dedicated person for M&E but every program person in charge has responsibility for monitoring and evaluation of the program.

Score: From 2 to 2.5 (Slight improvement)

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.

Since the baseline, there has been no change in relation to M&E for future strategies: this is still absent. YPI staffs are still confused about M&E in relation to strategic plans. M&E is mainly for operational management rather than strategic management. Operational management, however, has improved since now decisions are made based on monthly reports, quarterly reports and visits.

Score: From 2 to 2 (no change)

2.4. Critical reflection: 'Management stimulates frequent critical reflection meeting that also deal with learning from mistakes'
This is about whether staff talk formally about what is happening in their programs; and, if so, how regular these meetings are; and whether staff are comfortable raising issues that are problematic.

The quarterly-based meeting has been changed to monthly meeting as a response to a need of coordination among the staff. They can express their ideas in the meeting formally or informally according to what is more comfortable for them. An annual review was conducted in 2013. In this review, the staff presented their program achievement and their next planning. In addition to that, the management also presented about the foundation during the occasion.

Score: From 3 to 3.5 (slight improvement)

2.5. Freedom for ideas: 'staff feel free to come up with ideas for implementation of objectives'
This is about whether staff feel that ideas they bring for implementation of the program are welcomed and used.

The program staffs are now really discussing their ideas about program implementation with their supervisor or management. It is not something considered a new thing within the organization but the staff considered the trust and freedom in planning their individual implementation plan as improvement. Having merged offices, has also made it easier for staff to coordinate with others.

Score: From 4 to 4.25 (very slight improvement)

2.6. System for tracking environment: 'The organization has a system for being in touch with general trends and development in its operating environment'
This is about whether the SPO knows what is happening in its environment and whether it will affect the organization.

There has been an improvement in the way YPI is networking. YPI has been acknowledged as a partner with relevant knowledge and is often invited to the events related to their issues they are working on. The network with National AIDS Commission *(Komisi Penanggulangan AIDS Nasional)* and Jakarta AIDS Commissions for Youth Taskforce *(Pokja Remaja)* program. The use of social media has also improved along with improved of YPI website followers. Internally, YPI has intensified their relationship with beneficiaries and the networks. All of this has helped the organisation to be in touch with what is happening in their operating environment.

Score: From 3.5 to 3.75 (very slight improvement)

2.7. Stakeholders responsiveness: 'The organization is open and responsive to their stakeholders and general public'
This is about what mechanisms the SPO has to get input from its stakeholders, and what they do with that input.
There has been improvement in the way of YPI works with stakeholders. It started by building a good communication as well as involving partners and stakeholders to provide input for program planning purposes, which remained a best practice. A good example raised by Youth Forum that held a regular meeting every three years. Meanwhile, Rutgers WPF and YPI are also always invited by Ministry of Education in their meeting.

Score: From 4 to 4.25 (very slight improvement)

Summary Capability to Adapt and to Self Renew
Monitoring and evaluation (M&E) is now more structured, particularly in relation to having a reporting system and a monitoring visit mechanism in place. However, monitoring and evaluation is still focused on activities and outputs rather than outcomes and impact. However, improved networking and relationships with partners as well as having a monitoring visit mechanism in place can inform YPI on trends and developments in the operational environment. Staff competencies have improved in terms of data collection and reporting, but there are still no dedicated M&E person in place, and staff have to combine these tasks with their program implementation tasks. Having more regular meetings have helped the organization to reflect on progress and adjust plans. Staffs are still able to share their ideas freely and this is even improved since merging three buildings into two. The CFA has also recommended that YPI further improve their M&E system and knowledge management, as well as improve their analytical skill to improve their reports and other documents.
Score: From 3.1 to 3.4 (slight improvement)

Capability to Deliver on Development Objectives
3.1. Clear operational plans: 'Organization has clear operational plans for carrying out project which all staff fully understand'
This is about whether each project has an operational work plan and budget, and whether staff use it in their day-to-day operations.

There are no major improvements or changes in this indicator area since the baseline. All projects still have a work plan and budget which is used in day-to-day operations. Additionally, there are job descriptions, standard operational procedures, Terms of Reference and strategic plans that help in carrying out the programs. Sometimes the budget is revised when it is not sufficient for implementing the activities. All staff must understand the work plan. Moreover, YPI staffs are now also aware of the budget and funding sources for each program and how to obtain these funds. This was the result of openness shown by the Director.

Score: From 3 to 3.25 (very slight improvement)

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.

There are many improvements shown in this area. YPI has made decisions in their human resources through having less staff members and increasing the programme responsibilities per staff. . Merging 3 offices to 2 has also reduced operational costs, for example by having improved communication and coordination. . Furthermore, operation costs are being reduced by having a policy to print only important documents, and to purchase stationary purchasing based on activities. Also, now new computer has been purchased since 2012.

Score: From 4 to 4.75 (improvement)

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.

Since the baseline in 2012 the capacity to implement the operational plans has improved by having more regular meeting among them. Furthermore, having operational plans and financial plans prior to implementation has helped in the implementation of program in the field. However, staffs still lack analytical skills to understand problems in the field. Therefore, the management opened a room of discussion to facilitate this problem that directly related to operational plan.

Score: From 3 to 3.5 (slight improvement)

3.4. Mechanism for beneficiary needs: 'The organization has mechanism in place to verify that services meet beneficiary needs'
This is about how the SPO knows that their services are meeting beneficiary needs

YPI has changed their participatory approach to assess the partners or beneficiaries needs by having two-way discussions. Furthermore, beneficiaries are involved in the program planning discussions at the end of the implementation year. YPI also conducted a joint planning where their partner played them active role to provide inputs for future program planning.

Score: From 3 to 3.5 (slight improvement)

3.5. Monitoring efficiency: 'The organization monitors its efficiency by linking outputs and related inputs (input-output ratio's)'
This is about how the SPO knows they are efficient or not in their work.

There are no major improvements or changes in this indicator area since the baseline. The basis for monitoring efficiency lies in the work plans and budgets that exist for all projects. A comparison is made between expenditures and achievements, and this is discussed in the team coordination meetings. Moreover since baseline and the united the three offices become two offices, the Board of Trustees is more involved in the progress implementation evaluation. However, there is no specific monitoring of the relation between the level of output (results) and the level of input (time and money spent).

Score: From 3 to 3.25 (very slight improvement)

3.6. Balancing quality-efficiency: 'The organization aims at balancing efficiency requirements with quality of its work'
This is about how the SPO ensures quality work with the resources available

There are slight improvements or changes in this indicator area since the baseline. For example in SRHR education for the young people program, YPI now create more structured plans and organizations which results in an improvement in quality. The balance between quality and efficiency is monitored by examining achievements, program interrelations, adherence to schedule and the expenditures. This is discussed in regular meetings, but there is no specific tool for quality assurance other than such staff discussions.

Score: From 3 to 4 (improvement)

Summary Capability to deliver on development Objectives
All projects still have a work plan and budget which is used in day-to-day operations. Resources are now used more cost effectively by having less staff with more programme implementation responsibilities, by merging three offices into two offices, and by reducing printing costs and stationary costs. Implementation has improved due to improved staff capacity, and by having operational,

financial plans in place, but the lack of analytical skills in implementation. Beneficiaries are now more involved in programme planning and by having the way discussions on their needs. The basis for monitoring efficiency lies in the work plans and budgets that exist for all projects. A comparisons is made between expenditures and achievements, and this is discussed in the team coordination meeting. Moreover since the baseline and the united the three offices become two offices, the board of trustees is more involved in the progress implementation evaluation. However, there is no specific monitoring of the relation between the level of output (results) and the level of input (time and money spent). YPI needs to further improve their HR policy and carefully design training and capacity building for staff according to the CFA in order to manage the vast growing number of people with HIV/AIDS in Indonesia. Additionally annual planning needs further improvement, and stronger relationships with strategic stakeholders must be built.

Score: From 3.2 to 3.7 (slight improvement)

Capability to relate
4.1. Stakeholder engagement in policies and strategies: 'The organization maintains relations-collaboration-alliances with its stakeholders for the benefit of the organization'
This is about whether the SPO engages external groups in developing their policies and strategies, and how.

YPI has escalated their position within their network. They have developed a training module and trained other organizations using it. An improved collaboration with *Aliansi Satu Visi, KPAN, KPAP* DKI Jakarta, Ministry of Social Affairs and District Social Offices demonstrates their capacity to engage stakeholders to play an active role in policies and strategies works. Moreover, YPI also involves their target groups in developing policies and strategies. One of the results is providing training for the medical assistant for ODHA as most of their family cannot assist them all day due to earning money for living.

Score: From 3 to 3.5 (slight improvement)

4.2. Engagement in networks: 'Extent to which the organization has relationships with existing networks-alliances-partnerships'
This is about what networks/alliances/partnerships the SPO engages with and why; with they are local or international; and what they do together, and how do they do it.

There are no major changes in this indicator. YPI keeps working with existing network identified in the baseline. YPI is still active in forums and networks that are suited to its mission and vision. At the international level, YPI is a member of Care for AIDS, and the CSO Forum. YPI has been supported by a number of foreign donor agencies (ICOM Malaysia, Rutgers WPF, Care for AIDS Community, International AIDS Committee) and has access to a number of others (including Ford Foundation, Global Fund, PLAN International). At the national level their partners are schools, hospitals and local forums like the Jabodetabek AIDS NGO Forum, One Vision Alliance (*Aliansi Satu Visi)*, and DKI Jakarta Youth Forum.

Score: From 4 to 4 (no change)

4.3. Engagement with target groups: 'The organization performs frequent visits to their target groups-beneficiaries in their living environment'
This is about how and when the SPO meets with target groups.

The situation is still very similar to the baseline situation. Every month, YPI has a gathering called OBRAS *(Obrolan Ringan dan Santap Siang/* Lunch Discussion), an activity where many people gather and have lunch together. In OBRAS they invite doctors to give any kind of information about specific health issues. There are also other gatherings, such as a gathering of female HIV patients every Wednesday, and a monthly gathering for children with HIV. Additionally, YPI makes visits to schools and hospitals, and even people's homes, and offer counseling. They do this also in remote areas and in lower class communities. Visits depend on the program but they also communicate via email and phone.
Apart from this, YPI extended their engagement with youth through a three-yearly meeting. On the other hand, they also performed school visits and youth meeting in the community.

Score: From 4 to 4.5 (slight improvement)

4.4. Relationships within organizations: '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 change in leadership openness has led to improvement in the staff communicating their ideas. The staff stated they can share their ideas openly using formal and informal ways of communication. The social gathering 'arisan' also contributed to the relationship among the staff where they can use this media to communicate the problem they faced. Furthermore, merging 3offices become 2 offices has further improved internal coordination and communication.

Score: From 4 to 4.25 (slight improvement)

Summary Capability to relate
YPI still collaborates with many stakeholders and target groups for learning and support, and to some extent for developing its policies. This is both at the international and national level. There are additionally close contacts with beneficiaries, which they even visit in their homes in remote areas. They have improved upon engaging with youth by having three-yearly meetings and performing school visits and youth meetings in the community. Within the organization communication is well developed and open and this has been further stimulated by a change in leadership, which stimulates openness as well as having 3 to 2 offices which has improved internal conclusion and coordination. There are regular staff meetings but communication can also occur using SMS, email or even Facebook. A mechanism for public accountability does not yet exist and can greatly benefit the organization. Stakeholders should be more involved in program planning and in sharing lessons-learned.

Score: From 3.7 to 4.1 (slight improvement)

Capability to Achieve Coherence
5.1. Revisiting vision, mission: 'Vision, mission and strategies regularly discussed in the organisations'
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.

YPI facilitated a meeting in 2013 to discuss and re-evaluate the organization's vision, mission and strategies. The meeting further discussed about the possibility of changing the activities if it is proven to conflict with the organization's vision, mission and strategies. The founder and the board of YPI realize about the situation that YPI is not the only institution working on HIV/AIDS issues. Therefore there are limitations to get funding. The board established the PT Pelita Niaga Mandiri as a business unit, so as to support fundraising.

Score: From 3 to 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 are still operational guidelines in HRM and Finance. For the work in the programs, there are the work plans and budgets. Since the baseline a slight improvement showed in the work plans by having a regular discussion of implementing progress among the board trustees, the executive board and staff. On the other hand, a decree has been released relating to HR issues of deciding on the fixed employment status on December 2013. Since that the job descriptions is more clearly.

Score: From 2.5 to 3 (slight improvement)

5.3. Alignment with vision, mission: 'Projects, strategies and associated operations are in line with the vision and mission of the organizations'
This is about whether the operations and strategies are line with the vision/mission of the SPO.

There is no change in alignment with vision and mission. It is still same as in baseline since most of the program is the same as during the baseline in 2012 when YPI considered their operations and

strategies in line with the vision and mission. Their focus is on HIV/AIDS which is enveloped with health and educational issues. Gender and gender violence are still not incorporated.

Score: From 3 to 3 (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 mutually supportive efforts. It is still same as in baseline due to most of the program being the same as during the baseline in that the programs in YPI are considered mutually supportive by most of the staff. Mostly this is related to providing a comprehensive service. If for example an HIV infected person is encountered during an outreach program in schools, he or she will be referred to one of YPIs partner clinics for a medical check-up.

Score: From 3 to 3 (no change)

Summary Capability to Achieve Coherence
The vision, mission and strategies were discussed in 2013. In terms of operational guidelines, these are in place in terms of HRM and finance and there has been a decree on the status of staff employment since the baseline. Since that the job descriptions is more clearly. Projects, strategies and activities are still in line with the vision and mission of the organisation and to project activities are still mutually supportive. Operational planning and clear job descriptions are still areas that require further improvement as mentioned by the CFA.

Score: From 2.9 to 3.1 (very slight improvement)

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

General key changes YPI
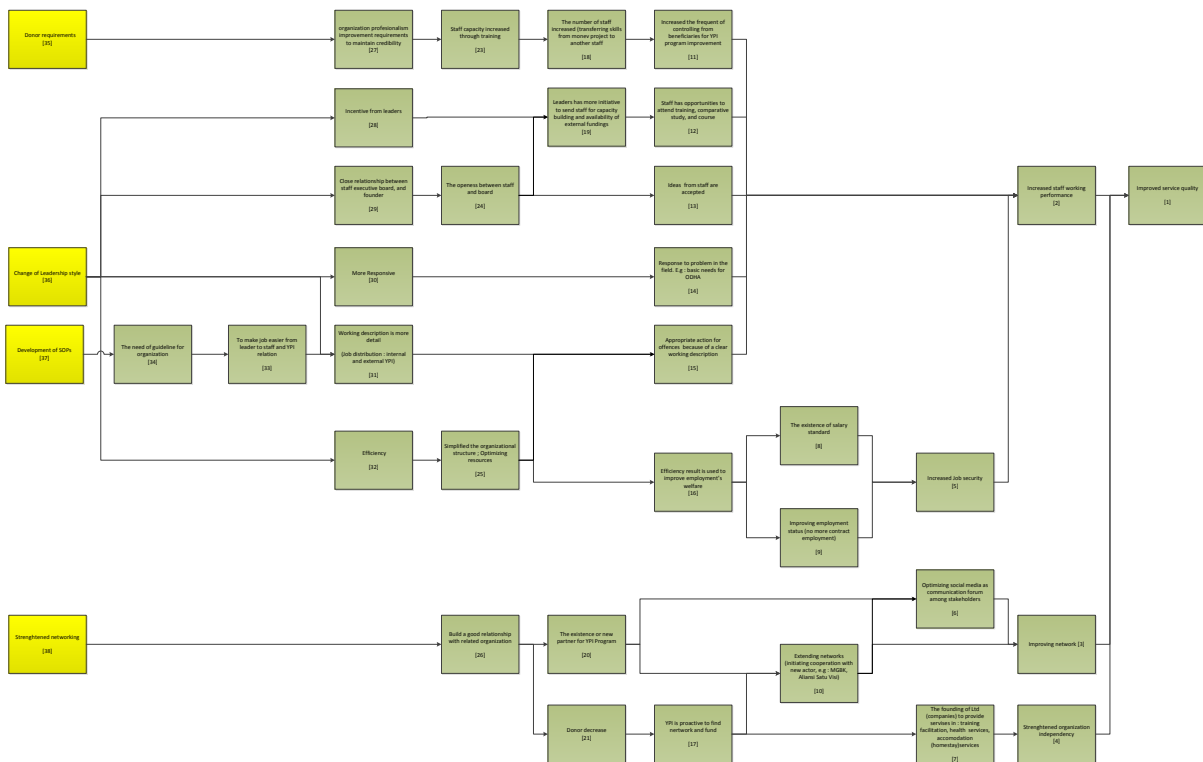
Narrative

The key change in YPI's organizational capacity since the baseline is an improvement in service quality [1]. Three underlying factors caused this improvement:

1. An increase in staff working performance [2]
2. An improved network maintenance s [3]
3. Strengthened organization independency [4]

Each of these factors is explained in detail below.

First of all, the staff's working performance increased for six different reasons:

1. Increased frequency of controlling beneficiaries for YPI program improvement [11]
   a. YPI beneficiaries were frequented and monitored more intensely which lead to overall program improvement. This was enabled by a greater number of staff members with Monitoring and Evaluations skills from other projects [18]. Staff capacity in general increased through training, which enabled the sharing of Monitoring and evaluation skills [23] and application across other programs. The increased focus on developing staff skills came from a greater need to professionalize all aspects in the organization to maintain credibility in the field [27] and to adhere to donor requirements [35].

2. Staff has opportunities to attend training, comparative studies and courses [12]
   a. Generally staffs that do not have enough skills will be trained or given opportunity to attend seminars/course locally and abroad. The availability of external funding and also leaders initiative to send staff to attend trainings, course was the primary reason for staff to to attend training and courses [19].The leader is selective however in choosing who can follow courses, only those people that are willing and able are chosenIncreased staff motivation in turn came about from increased incentives from the leadership [28] and more openness between staff and board/management [24]. The latter was a logical consequence from the close relationship between the staff's executive board and the founder of the organization [29] which developed soon after the change in leadership style [36].

3. Ideas from staff are accepted [13]
   a. Similarly to the previous line of developments, ideas from staff became more accepted and encouraged due to the openness between staff and board [24].

4. Response to problems in the field [14]
   a. The organization was able to respond to more problems and issues in the field by generally becoming more flexible and responsive [30]. This can largely be attributed to the change of leadership style which caused a much flatter organizational structure [36]

5. Appropriate action for offences because of a clear working description [15]
   a. Much like the previous factor, staff members were not only able to respond faster to problems, but also able to act more effectively by taking appropriate action for offences [15]. This came about from clearer and more detailed job descriptions of work activities[31] on the one hand, and a simplified organizational structure on the other. The revision of job descriptions was performed to make jobs easier and responsibilities clearer [33] and generally provide more guidelines for the organization's work [34]. The development of Standard Operating Procedures (SOP's) lay at the foundation of all these formalization and specification actions [37]. The simplication of the organizational structure on the other hand happened for efficiency reasons [32], which went hand in hand with the change of leadership style [36].

6. Increased job security [5]
   a. Increased job security also played an important role in the increased staff working performance, which greatly impacted staff morale [5]. Since the baseline MFS2 5C evaluation, a salary standard was introduced [8] as well as an improvement in employment status (no more contract work) [9]. Both developments could be realized from cost-saving resulting from the simplification of the organizational structure [25].

The second factor that resulted in improved service quality of YPI was the improvement of YPI's network [3]. This resulted from an optimized use of social media as a communication platform for
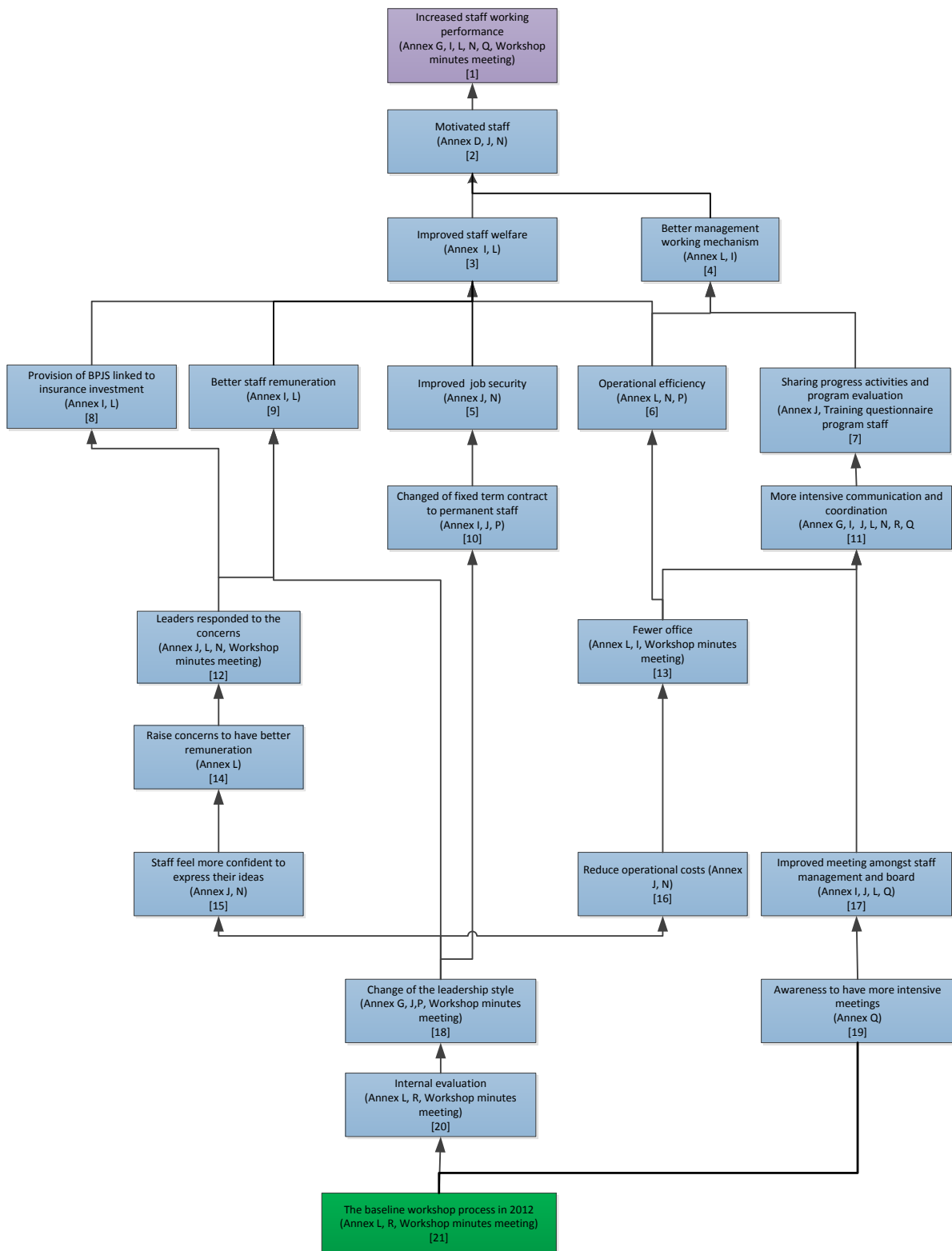
stakeholders [6] on the one hand, and due to expanding networks to other actors and beneficiaries [10] on the other. More actors could now be served more effectively. Both these developments came about from contacting and including the new partners in the YPI programs [20], which in turn developed through the active networking and building of relationships with related organizations [26]. The latter resulted from the conscious decision of YPI to strengthen their networking activities.

The third and final factor affected YPI's improved service quality is the strengthened organization's independence from other organizations and stakeholders [4]. YPI achieved this by founding limited independent corporate entities to provide services such as training, facilitation, health services and accommodation. For example, YPI have done various fundraising activities such as giving trainings, organizing music events, acting as facilitator and developing a clinic. For example, one of YPIs field offices has already established a self-sustained training center successfully. The income generated from this initiative covers the operational expenses of the camp itself. This has not been practiced for the whole organization yet.However some plan has been initiated to make it in a larger scale [7]. The former was achieved by YPI's proactive stance in finding new funds and partners in their network [17] after a decrease in donor support became evident soon after the baseline [21].

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

Narrative C1.1 More motivated staff

The following is a causal map diagram with connected boxes:

Increased staff working performance
(Annex G, I, L, N, Q, Workshop minutes meeting)
[1]

Motivated staff
(Annex D, J, N)
[2]

Improved staff welfare
(Annex I, L)
[3]

Better management working mechanism
(Annex L, I)
[4]

Provision of BPJS linked to insurance investment
(Annex I, L)
[8]

Better staff remuneration
(Annex I, L)
[9]

Improved job security
(Annex J, N)
[5]

Operational efficiency
(Annex L, N, P)
[6]

Sharing progress activities and program evaluation
(Annex J, Training questionnaire program staff)
[7]

Changed of fixed term contract to permanent staff
(Annex I, J, P)
[10]

More intensive communication and coordination
(Annex G, I, J, L, N, R, Q)
[11]

Leaders responded to the concerns
(Annex J, L, N, Workshop minutes meeting)
[12]

Fewer office
(Annex L, I, Workshop minutes meeting)
[13]

Raise concerns to have better remuneration
(Annex L)
[14]

Staff feel more confident to express their ideas
(Annex J, N)
[15]

Reduce operational costs (Annex J, N)
[16]

Improved meeting amongst staff management and board
(Annex I, J, L, Q)
[17]

Change of the leadership style
(Annex G, J,P, Workshop minutes meeting)
[18]

Awareness to have more intensive meetings
(Annex Q)
[19]

Internal evaluation
(Annex L, R, Workshop minutes meeting)
[20]

The baseline workshop process in 2012
(Annex L, R, Workshop minutes meeting)
[21]

During the endline workshop at YPI, a discussion was held around what staff perceived as the key changes in in the organisation since the baseline. This then led to a discussion on what were the key organisational capacity changes and why these changes have taken place according to staff present at the endline workshop. The discussion resulted in a 'general causal map' which is described below. The general causal map provides a comprehensive picture of organisational capacity changes that took place since the baseline, based on the perspective of SPO staff present at the endline workshop. Numbers in the narrative correspond to the numbers in the visual.

The identified organisational change under the capability to act and commit was ''more motivated staff [2] (Annex D, J, N), which is expected to contribute to increased work performance of staff to manage program activities [1] (Annex G, I, L, N, Q, workshop minutes meeting). The main underlying reason

for this change is the MFS II organisational capacity development (5c) baseline process [21] (Annex L, R, workshop minutes meeting) which has inspired staffs, management and board management to improve some organizational aspects (Annex J), in particular, leadership [18] (Annex G, I, L, P, R, workshop minutes meeting) for example more responsive, decisive and open feedback. Staff has become more motivated due to improved staff welfare [3] (Annex I, L) and a better management working mechanism [4] (Annex I, J, L). Below you can find an explanation of how these changes have come about.

There were four main reasons for **improved staff welfare** [3] (Annex I, L): provision of BJS linked to investment [8] (Annex I, L); better staff remuneration [9] (Annex I, L); increased/improved job security [5] (Annex J, N); and operational efficiency [6] (Annex L, N, P).

Provision of BJS and insurance was linked to investment [8] (Annex I, L) which led to improved staff welfare by ensuring their insurance of health [3].

There has been better staff remuneration which was increased since December 2013 [9] (Annex I, L). The management acknowledged that the YPI remuneration is relatively low compared to other local organizations, but it is substituted by the provision of BPJS[33] and insurance linked to the investment [8] (Annex I,L). The investment insurance scheme is given to the staff with at least two-year service period. This improved staff remuneration is the result the leader's response to employee concerns, which were raised by staff [14] (Annex L). Staff would not have been able to raise such concerns without the new leader's ability to allow for such feedback [15] (Annex G, I, J, L, R). The main reason for this was that there was a change of leadership style. Previously the leader (the Director) was less responsive to staff concerns, and now the Director has better understanding to staff concerns [18] (Annex G, I, L, P, R, workshop minutes meeting).

The third reason for improved staff welfare was improved job security [5] (Annex J, I, L, N). Staff perceived increased job security [5] (Annex J, I, L, N) due to a change from fixed term contracts to permanent staff employment [10] (Annex I, J, P). This too was one of the changes brought about by the change of leadership [18] (Annex G, I, L, P, R, workshop minutes meeting).

The fourth reason for improved staff welfare was improved operational efficiency [6] (Annex L, N, P). This was related to a reduction in the number of offices [13] (Annex L, I, R, Q, workshop minutes meeting), which had to happen to reduce operational costs [16] (Annex J, N). These reductions came straight from the process of internal evaluation [20] (Annex L, R, minutes endline workshop). In the internal evaluation there was discussion related to how to make the organization more efficient by reducing the number of offices (from 3 to 2) and using the saved money to increase staff welfare.

The second reason for improved staff motivation was having **a better management working mechanism** [4] (Annex I, J, L). This came about as a result of the active sharing of progress on activities and program evaluation results [7] (Annex J, training questionnaire_staff, training questionnaire_program manager, training questionnaire_secretary of executive board), which resulted from an increased staff habit to communicate and coordinate more intensively [11] (Annex G, I, J, L, N, R, Q). This habit resulted somewhat automatically from the fact that there was a reduction in the number of offices [13] (Annex L, I, R, Q workshop minutes meeting) allowing staff to communicate more easily. The reduction in the number of offices also affected to the operational efficiency [6] (Annex L,N,P) that led to better management working mechanism [4] (Annex L,I). Having fewer offices, reduced operational cost has enabled the management to manage the working mechanism better. In addition to this, the quality of meetings and relationships between staff management and the board also increased [17] (Annex I, L, Q, R). The latter resulted from an increased awareness to communicate more closely [19] (Annex Q), which was one of the results from the process of baseline workshop process conducted by MFS II in 2012 [21] (Annex L, R, workshop minutes meeting).

During the 5C baseline workshop in 2012 [21] (Annex L, R, workshop minutes meeting), the development of the *historical timeline* and the *theory of change*, made staff become more aware of the importance of having more intensive meeting amongst themselves, with management and with the executive board (source: CFA; additional sheet). The intensified meetings have increased staff's common understanding on the organization's current situation. It is also used as an internal forum for

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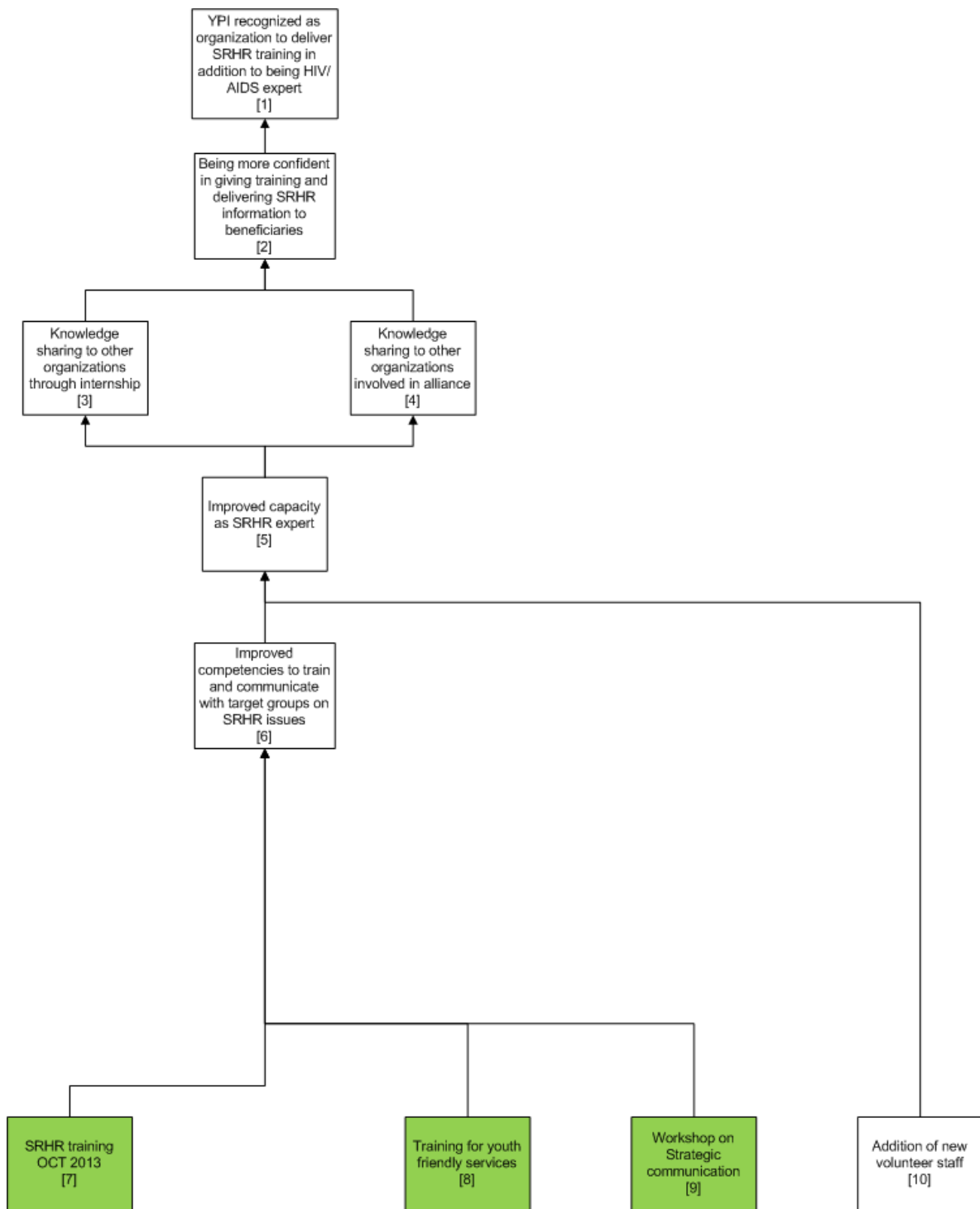[33] BJPS is the Administrator for the Social Security System

evaluation and at the same time as a means to strengthen the team work [20] (Annex L, R, workshop minutes meeting). YPI staff also said that they used to conduct regular meetings once in three months, but during the 5c baseline assessment, they became more aware of the importance of having more regular meetings. Intensive feedback and input through the internal evaluation has resulted to the change of leader's attitude. The leader is becoming more responsive, decisive and open to feedback [18] (Annex G, I, L, P, R, workshop minutes meeting).

The more intensive meetings also included an increased intensity of the board to have intensive interaction with staff [17] (Annex, I, L, Q, R). Through this, the board has better understanding on the updates of the organization. Before the baseline in 2012, meetings amongst management were not intensive and this was realized during the 5c baseline assessment in 2012 [19] (Annex L, R, workshop minutes meeting).

On the whole, the baseline 5c assessment in 2012 has had quite a big impact on the organisation in terms of a changed leadership style and ultimately motivated staff.

Narrative C1.2 More recognized capacity to deliver SRHR training

Below you will find a description of the 'More recognized capacity to deliver SRHR training' and how this has come about.

YPI has been recognized and acknowledged by its peers in providing trainings on SRHR in addition to being already considered as an HIV-AIDS expert in Indonesia [1] (Annex A, B, C). The many invitations that YPI has received in which the organization was requested to act as a facilitator, resource person or consultant in various forums at the local, regional as well as national level, serves as proof for this. YPI's staff has become more confident in giving trainings and delivering SRHR information to beneficiaries [2] (Annex A,X) as a result of knowledge sharing to other organizations through internships [3] (Annex C,X), as well as knowledge sharing to other organizations involved in the alliance [4] (Annex A,X).

On the one hand knowledge was shared through the internship positions that YPI had created [3] (Annex C,X). In order to develop the issues of SRHR and HIV-AIDS amongst the youths, YPI initiated a *youth forum* within DKI Jakarta. The idea was to bring about one forum that comes from, was run by, and made for, youths who were working with these two issues as a basis. YPI performed the role of initiator and facilitator. This forum was the place where YPI staffs' learning process was disseminated to the members of the youth forum.

On the other hand, knowledge was shared through organizations involved in the alliance [4] (Annex X). YPI is involved in as a member, official or initiator in several alliances related to SRHR issues. Among the most important ones is the Independent Youth Alliance (ARI). Each alliance possesses communication mechanism both in the form of direct meetings and electronic media (social media). In general, these alliances were established as a place for various organizations in sharing their problems, insights, knowledge, information and agenda-setting. It is from and through these alliance forums that YPI's staff improved their capacity on SRHR training and communication. They often share what they have learnt from the forums they participated in, as well as being asked to join as committee members or facilitators of activities initiated by the alliance.

The sharing of knowledge and participation in these forums was enabled by the improved capacity as SRHR experts of the organization. During 2013, YPI increasingly participated in SRHR initiatives and venues next to practicing their existing expertise on HIV-AIDS, improving the capacity of the organizations SRHR expertise [5] (Annex A, X). This was enabled by the improved competencies to train and communicate with target groups on SRHR issues [6] (Annex A, B) on the one hand, but also through the addition of new staff members and volunteers who were increasingly involved in the SRHR programs and contributed to the capacity growth of the organization in the field of SRHR [10] (Annex A, X).

Improved competencies to train and communicate with target groups on SRHR issues can be attributed to three MFS II funded capacity interventions. In each training there was an unwritten agreement obliging them to share what they have learnt to others internally (Annex X).

SRHR Training [7] (Annex A, B, X

This training was held by RutgersWPF, on October 2013. YPI received an invitation for 3 participants. Who all attended. In the training emphasis was put on holistic understanding on everything related to SRHR. All partners who had implemented SRHR modules presented and shared their work which enabled them to learn from each other.

Training for Youth Friendly Services [8] (Annex A,B,X)

This training was held by PKBI in Cibubur on November 2013, and funded by MFS II and the ASK program. One YPI staff member attended the training, who was an active volunteer in YPI, and also a youth forum member. Targeted training to promote new means of communication to modern youth was given. The use of social media was emphasized.
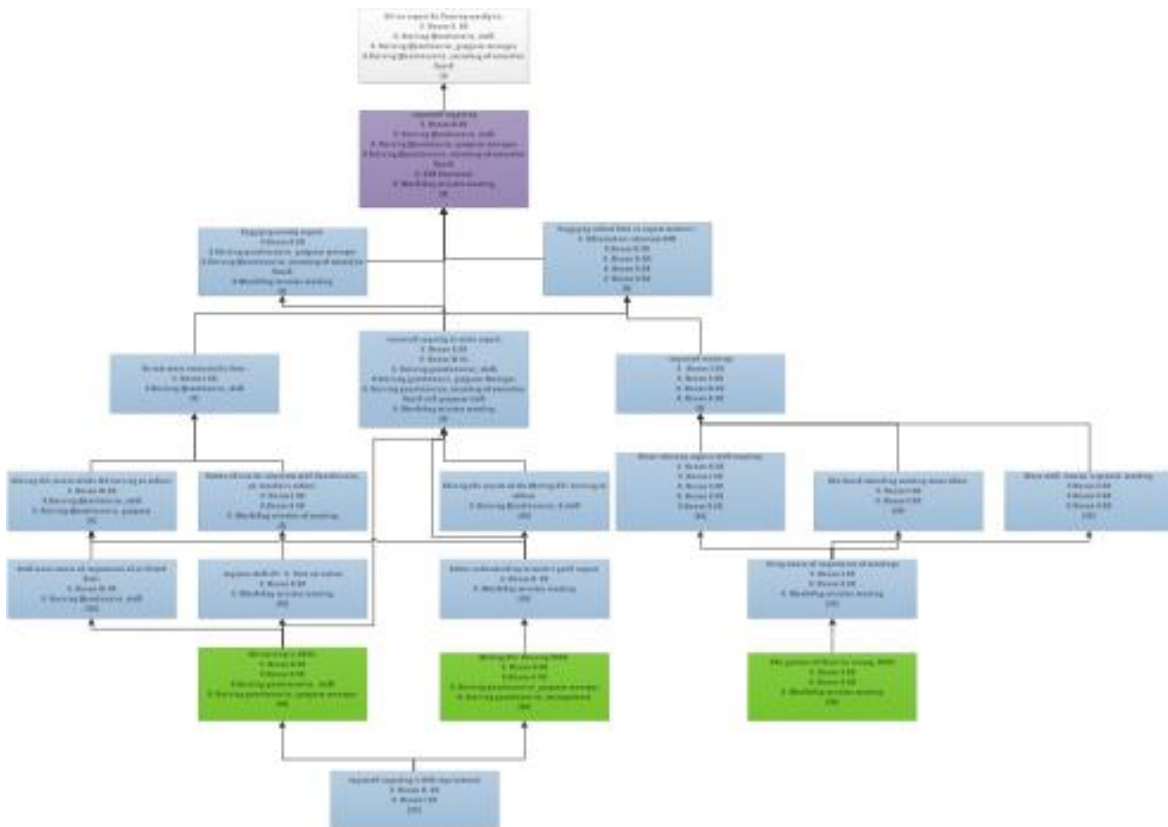
Workshop on Strategic Communication [9] (Annex A,B,X)

This training was held in Bogor on September 2013 by One Vision Alliance. On YPI staff member attended the training. The training was focused on the development of a communication strategy, and how to strengthen the organization's standpoint to give communication more impact.

Narrative C3.1 Improved reporting

The key organizational change in the capability to adapt and self renew was initially identified as 'improved monitoring and evaluation' but during the process was refined to 'improved reporting' since the focus was more on this part of monitoring and evaluation [2] (Annex A; training questionnaire_staff; training questionnaire program manager; training questionnaire secretary of the executive board; workshop minutes meeting); CFA Document). The improved reports help to develop work plans [1] (Annex P; training questionaire_staff; training questionaire_program manager; training questionnaire secretary of executive board).

Improved reporting has been influenced by three factors: getting more varied reports (report with more form of data such as more visual or pictures and photography) [3] (Annex C; workshop minutes meeting; training questionnaire secretary of executive board), an improved capacity to write reports [6] (Annex B; Annex M; training questionnaire program manager; training questionnaire staff; training questionnaire secretary of executive board) and getting more robust data for report writing [4] (Observation interview CFA; Annex G; Annex N; Annex I; Annex P; Annex R). Reports are getting more varied because they have lots of data and know how to present the data in their reports also the reporting format has become more complicated [3] (Annex A; C; workshop minutes meeting; training questionnaire secretary of executive board; workshop minutes of meeting).

Staff have improved their capacity to write reports [6] (Annex B; Annex M; training questionnaire program manager; training questionnaire staff, training questionnaire secretary of executive board; workshop minutes meeting), on the one hand because of the M&E training in 2012 [18] (Annex C; Annex B; training questionnaire program manager, training questionnaire staff), which came as a requirement by the CFA [21] (Annex D; Annex J). The second reason for improved reporting capacity was the sharing among staff of results of the writing skills training. One of the participants at workshop in YPI while facilitating sheet of perspective SPO said that they shared the training experience and knowledge to other colleagues) [10] (Training questionnaire_3 staffs). One of the managers indicated during an interview that staff who is responsible for the teenagers group, has better understanding in report writing (Annex C). One of the training participants admitted that before the training, she needed more guidance from the leader in report writing, while after the training she feels more independent and needs less guidance from the leader (training questionnaire program manager). The writing skills training itself was supported by RWPF in 2013 [19] (Annex C; Annex B; training questionnaire management; training questionnaire program manager), and led to better understanding of how to write a good reports [19] (Annex C; Annex B; training questionnaire management; training questionnaire program manager). Ultimately it was the requirement from the CFA for improved reporting which created the necessity to have the trainings on M&E and writing skills [21] (Annex D; Annex J).

The third reason for improved reporting [2] (training questionnaire staff; training questionnaire program manager; training questionnaire secretary of the executive board); CFA Document) is that more robust data are being supplied as material for the reports [4] (observation interview CFA; training questionnaire management; Annex G; Annex N; ; Annex R; workshop minutes of meeting). There are two reasons for getting more robust data: on the one hand more accountable data is being collected [5] (Annex J; Training questionnaire staff) and on the other hand meetings have improved [7] (Annex L; Annex P, Annex O, Annex R).

More accountable data is being collected [5] (Annex J; training questionnaire staff) by staff due to an increase in the competences to conduct interviews in the field, such as beneficiaries and teachers [9] (Annex M; Training questionnaire _staff), The competencies to has come as a result of improved awareness on the importance of validated data [14] (Annex M, Training questionnaire staff), not only by staff forward attended a training on monitoring and evaluation, but also staff who learned this from the people trained [8] (Annex M; training questionnaire program manager; training questionnaire program staff). This is mainly due to a training by RWPF on monitoring and evaluation, which was conducted in 2011 [18] (Annex C; Annex B; training questionnaire program manager; training questionnaire staff), and which was attended by the project officer, the program manager and the secretary of the executive board.

Other staff, who did not join the training also increased their awareness on the importance of data validation, since M&E training participants shared their training experience in organizational meetings [8] (Annex M; training questionnaire program manager; training questionnaire program staff). The need to share became clear to staff attending the training as their awareness of the importance of validated data collection increased [14] (Annex M, training questionnaire staff). Staff has begun to discuss with their colleagues about data collected in monthly discussions. The requirement from the CFA for improved reporting created the necessity to have the trainings on M&E and writing skills [21] (Annex D; Annex J).

The second reason for having more robust data is that meetings have been improved [7] (Annex L; Annex N; Annex P; Annex O; Annex R) for a variety of reasons. Firstly, the staff meetings are more intensive and regular, as stated by staff and executive board during the interview [11] (Annex D; Annex J; Annex L, Annex P; Annex R). YPI staff also said that they used to conduct regular meetings once in three months, but during the 5c baseline, they realized the importance of having more regular meetings [20] (CFA, Annex M, Annex R) and are now conducting monthly meetings as a result of baseline survey [11] (Annex D; Annex L; Annex L, Annex P).

Secondly, the executive board visits the YPI office more regularly [12] (Annex J; Annex L;). It is stated by the founder, that they initiate the meeting (Annex L). This statement is supported by one of the management, that the executive board is asking to conduct meetings to get information about the progress of activities (Annex L; Informal discussion with management) and is supported by admin staff [12] (Annex L) and by field staff (Annex J).

Thirdly, more staff are involved in regular meetings [13] (Annex L; Annex P; Annex N). In the last two years, YPI reduced the staff, which means that YPI doesn't have project staff anymore (Annex J; Annex L). Staff in YPI are permanent staff, who have rights and obligations based on YPI regulations. The smaller number of YPI staff, makes them being more involved in regular meetings.

During the 5C baseline workshop, and in particular the discussions on the historical time line and the theory of change, and during discussions with management [20] (Annex L, Annex R; Workshop minutes meeting), staff became aware of the importance of having intensive meetings among staff, management and the executive board [17] (Annex L, Annex R)

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