Endline report – Indonesia, Wetlands International Indonesia
MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

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This report presents the findings of the endline of the evaluation of the organisational capacity component of the MFS II country evaluations. The focus of this report is Indonesia, WII. The format is based on the requirements by the synthesis team and NWO/WOTRO. The endline was carried out in 2014. The baseline was carried out in 2012.

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

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The Indonesia 5C evaluation team

List of abbreviations and acronyms

5 C	Capacity development model which focuses on 5 core capabilities
AWB	Asian Wetlands Bureau
Causal map	Map with cause-effect relationships. See also 'detailed causal map'.
Causal mechanisms	The combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome
CBO	Community Based Organisation
CCA	Climate Change Adaptation
CDI	Centre for Development Innovation, Wageningen University & Research centre
CDI	Centre for Development Innovation, Wageningen University and Research centre
CFA	Co-Financing Agency
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).
DRR	Disaster Risk Reduction
EMR	Ecosystem Management and Restoration
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
IWRB	International Waterfowl & Wetlands Research Bureau
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MoFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
RCT	Randomized Control Trials
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
ToC	Theory of Change
UNFCCC	United Nations Framework Convention on Climate Change
Wageningen UR	Wageningen University & Research centre
WASH	WAter, Sanitation and Hygiene
WII	Wetlands International – Indonesia

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: WII 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, Wetlands International Indonesia (WII) has seen an improvement in the capability to act and commit. The leader has gained extensive experience, is strong and dedicated, and able to maintain good relationships with other parties. Staff turnover has improved and more staff members now work for WII with permanent contracts. Overall, employment benefits have increased and the organization is now more in line with the Indonesian labour law. Strategic plans at project level have been well developed and implemented. Funding procedures have been improved slightly after 2012. The capacity to adapt and self-renew has improved the most out of all capabilities. Systematic M&E is applied at the project level consistently, and M&E competencies have increased slightly. WII is employed by other NGO's to evaluate and monitor other projects in Indonesia. Considerable improvement was made in terms of tracking the organization's environment: WII has increased their networks and is up to date about development in various areas and fields of work. In the capability to deliver on development objectives, a slight improvement took place. Cost-effective resource use has slightly improved, as well as a slight improvement in mechanisms to meet beneficiary needs: WII now determine field projects based on thorough assessment of needs and perspectives of local communities and stakeholders. Considerable improvement has occurred in terms of balancing quality and efficiency, as WII in some cases used the organization's own money to cover budget gaps in case of cost-exceeding projects to maintain good quality of results. The capability to relate has also slightly improved. Stakeholders are more involved in policies and strategies and engagement with government and NGO's has intensified. Internal relations have improved through a policy to communicate more face-to-face, and less through email and telephone calls. The capability to achieve coherence has slightly improved through the adoption of new operational procedures related to finance and HRM. Staff agrees that WII has been able to successfully align it's vision and mission with that of Wetlands International. Mutually supportive efforts have been considerably improved through the cross-project coordination.

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 WII's staff:

1. Improved staff capacity in their respective roles and fields of work
2. Increased communication on WII and wetlands issues
3. Improved collaboration and networking with local and international partners
4. A healthier and safer financial condition of the organization
5. Increased organizational management capacity

SPO staff attributed the above mentioned organizational capacity changes partly to MFS II capacity development interventions. WII staff experienced these as the most important capacity changes in the organisation since the baseline.

Improved staff capacity resulted from joining the "community of practice". This is an international community whose members are organizations with similar focus (global warming-wetlands). This was the result of the change of vision and mission of Wetlands International, which in turn can be attributed to the development of the global agenda for wetlands.

Increased communication on WII and wetlands issues was attributed by the SPO staff, to improving media content and packages as well as strengthening media relations. Both these developments sprung from the need for stronger communication and publication which resulted from a change of vision and mission of Wetlands International.

Improved collaboration and networking was attributed by the SPO to joining the joint community of practice, the strengthening of activities of advocating policies and other strategic activities, and more extensive and diverse programs. Whilst the work area expansion was due to the change of vision and mission of Wetlands International, the increased accountability resulted from an orderly financial administration. This was an important conclusion from the OD consultant who was hired after Wetlands International provided coaching and a capacity development workshop through MFS II funding.

The improved and healthier financial condition of WII occurred through an increasing number of donations, and increased staff capacity to manage responsibilities. The greater number of donations was already explained above. The increased staff capacity to manage responsibilities resulted from increased experience and knowledge sharing. Both of these were enabled by staff placement in project management, and staff being sent to trainings and workshops. Both these were recommended by the organizational capacity scan and HQ workshop on capacity development.

The increased organization management capacity resulted from an increased ability of staff to manage responsibilities, strengthening the existence and recognition of the organization in front of the government, an increased number of managerial staff, and improved supporting facilities. Strengthening the existence and recognition of the organization in the eyes of the government was due a revision and addition of Employment SOP as well as an adjustment of employment welfare according to Indonesian labor laws after a series of formalizations in the employment policy and contracts. Both can be attributed to the recommendations made by the consultant regarding integration of Indonesian laws and regulations as well as recommendations regarding reviewing and revising SOP's. This in turn resulted from the MFS II sponsored CD scan in March 2013.

In conclusion MFS II interventions have been tied to key organization capacity changes, as experienced by the SPO, although they were only in part responsible for all changes that have occurred. The redevelopment of the global agenda of Wetlands International has also had profound impact on the organization's capacity changes, particularly in the field of program quality and focus, as well as networks addressed. The development of a more structured, accountable and transparent organization that adheres to Indonesian law and has increased its' organizational management capacity can however for a large part be attributed to MFS II, according to SPO staff present at the endline workshop. However, it must be noted that the information provided has not been validated through other sources of information, and therefore the conclusions must be understood in that respect.

2 General Information about the SPO – Name SPO

2.1 General information about the Southern Partner Organisation (SPO)

Country	Indonesia
Consortium	Partners for Resilience
Responsible Dutch NGO	Red Cross
Project (if applicable)	Indonesia Programme
Southern partner organisation	Wetlands International – Indonesia Programma (WII)

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
Earthquakes, floods, volcanic eruptions, drought, landslides and tsunamis are natural hazards that occur in Indonesia almost every day, causing a large number of casualties every year. In 2011 according to the National Disaster Management Agency (BNPB), 1598 natural disasters happened in Indonesia. Hydro-meteorological disasters such as floods, flash floods, drought, landslides, cyclones and tidal waves are the dominant type of disaster in Indonesia, and constituted 89% of all disasters in 2010-2011. In the same year 834 people died or were missing due to disasters; while 325,361 people had to be displaced. Regarding material costs, 15 166 houses were heavily damaged, 3302 houses were damaged and 41,795 houses were slightly damaged.[1]

The above numbers show that disasters are a serious and constant threat to people, bringing about heavy economic losses every year, and affecting social and economic activities all over the country. Most natural disasters have one thing in common: they usually occur suddenly and unexpectedly. In order to mitigate the risk from such disasters, state institutions, civil society organizations and specialized institutions have carried out many activities from assessing disaster risks to mitigation measures. However, the risks are still increasing, damages are greater and an ever increasing number of especially poor people are exposed to natural hazards.

This situation is particularly true for the province of Nusa Tenggara Timur (NTT), which Partners for Resilience chose as their program area for MFS II. The province is characterized by dry ecosystem and it is prone to various natural hazards, such as landslides, floods, earthquakes, tsunamis, drought and cyclone. This condition has led to many difficulties for the lives of local communities in the province. The tsunami event in 1994 has created a traumatic experience where thousands of islanders have lost their lives and some more thousands have lost their shelter and livelihood. However, communities that live in the surroundings of relatively dense mangrove forests have been spared from substantial damage. This is an indication that mangroves have a vital function in the protection from heavy waves

[1] Source: http://healthmdgs.wordpress.com/2012/01/04/bnpb-1-598-bencana-alam-terjadi-di-tahun-2011/

of tsunamis. The first efforts at mangrove reforestation on the island of Flores were inspired by this traumatic event.

Disaster risk management reduces the environmental risk and economic burden of natural hazards on society. Therefore, the Government of Indonesia has declared its determination to fight the risks from natural hazards by introducing pro-active measures (e.g. early warning systems) to enhance the resilience of society. It is also realized that local communities have to be involved in the assessment and implementation of disaster risk reduction measures if they become resilient.

As the above example indicates, the resilience of coastal communities can be increased by integrating the ecosystem rehabilitation/restoration into the current disaster risk reduction strategy. National and local governments are supportive of the restoration and rehabilitation efforts, for example through the mainstreaming of tree planting into the program of the Ministry of Forestry, as well as other pro-environment initiatives. This was also supported by the GoI initiative on the establishment of the National Mangrove Working Group and Forest Land Restoration Partnership Working Group at the national level. At provincial/district level, a Regional Mangrove Working Group was also encouraged to be established in the regions with mangrove areas, including the one in Ende district (Nusa Tenggara Timur), which has just been established in 2012. Together with Sikka district in Nusa Tenggara Timur, Ende district is the location of the MFS II project areas of WI-IP. In Sikka district, a decree of the head of district has been released on 29 September 2012 that put a moratorium on destroying mangrove forests with the aim to protect the remaining mangrove forests in the district. In addition to the government’s initiative, the enabling environment has also been developed by local communities, where various local communities’ initiatives have carried out mangrove restoration programs, during the consultation stage, prior to the formal implementation of the MFS II in the related villages. Restoration and rehabilitation of wetlands have in the most recent years been more widespread and politically recognized activities in a number of countries including Indonesia.

The restoration and rehabilitation of wetlands provides not only protection of the vital environment and its resources but also a source of livelihood for locals if managed sustainably. Mangrove forests are rich in crab and fish, the fruit of certain types is edible, but also honey can be harvested. In addition, the timber is a valuable building and construction material. Hence, providing sustainable livelihoods mangrove forests contributes to the resilience of local communities.

Mangroves are a crossroad where oceans, freshwater, and land realms meet. They are among the most productive and complex ecosystems on the planet, growing under environmental conditions that would just kill ordinary plants very quickly. In general, mangroves have specialized root structures (breathing roots or pneumatophores) as a result from their physical adaptation to oxygen-poor or anaerobic sediments/soils.

Degradation and loss of mangroves has caused coastal abrasion, sea water intrusion, flood, loss of settlements due to storm, loss of natural fishing areas, and opportunities to mitigate greenhouse gas emissions. The above conditions are generally caused by:

- Over-harvesting of wood from mangrove forests.
- Conversion to aquaculture.
- Unsustainable urban and agricultural development.
- Neglected deforested mangrove areas.

Indonesia has large coastal zones which are rich with various coastal vegetations such as mangrove forests (the country, in fact, has the largest mangrove forests in the world with an area of 3,2 million hectares). Unfortunately, since the mid-1980s, a large part of Indonesia’s coastal zones has been severely damaged due to conversion to aquacultures and other purposes.

To reverse the functions, values and environmental services of mangrove forests and other coastal ecosystems, there is a need to restore and to implement sustainable coastal zone management. One of them is through the silvo fishery concept, which combines the replanting of mangroves near and inside shrimp and fishponds.[2]

[2] Wetlands Indonesia. http://indonesia.wetlands.org/Infolahanbasah/SpesiesMangrove/tabid/2835/language/en-GB/Default.aspx

Finally, it is also important to mention that wetlands are one of the world's most important environmental assets.[3] They are a highly complex and fragile kind of ecosystem, which contains a great variety of plants and animals, and plays an essential role in the history of human development.[4] Wetlands can be found across the whole world and make up for 10% of all fresh water on the planet.[5] This ecosystem is the only one dealt with under an exclusive global environmental treaty, the Ramsar Convention. This treaty has been signed in 1971, in Ramsar (Iran). Under this treaty, wetlands are defined as "areas of marsh, fen, peatland or water, whether natural or artificial, permanent or temporary, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of which at low tide does not exceed six meters". Although not being of regulative nature or enforcing punishment by non-compliance, the Treaty signed by 163 countries formed the "framework for national action and international cooperation".[6]

Wetlands International – Indonesia Program (WIPP) works on peatland as their focus but for MFS II funded project they work on mangrove.

2.3 Contracting details

When did cooperation with this partner start: 2010.

What is the MFS II contracting period: 1-1-2011 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.

2.4 Background to the Southern Partner Organisation

History

WII is part of the umbrella organization WI. The organization that later became WI was founded in 1937 under the name of Wildfowl Inquiry. The organization has been involved in environmental protection since then. Initially, the organization was a part of the British Section of the International Committee of Bird Preservation. In 1954, besides expanding its scope of action to also include the protection of wetland areas, the organization had its name changed to International Waterfowl & Wetlands Research Bureau (IWRB). Under this name the organization was based in the United Kingdom at first, then in France and later in the United Kingdom once again. The IWRB work in Indonesia started in the beginning of the 1980's. At that time all members were volunteers and the activities were mainly scientific[7]. In 1987 the organization changed its name to Asian Wetlands Bureau (AWB) and it signed a Memorandum of Understanding with the Indonesian Ministry of Forestry for having 'wetlands' as its specific issue [8]. Since the end of the 1980's, other organizations around the world have started working together with the AWB in an effort to protect wetland areas across the globe. In the 1990's, as a result of this worldwide collaboration, one global organization was

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3 Wetlands International (2012). "Wetlands for water and life: What are wetlands?", Available at: http://www.wetlands.org/Whatarewetlands/tabid/202/Default.aspx, Accessed on 13.11.2012

4 See above.

5 Wetlands International (2012). "Social and Economic issues of global peatlands". Presented during the International Peat Congress, Stockholm, Sweden (3-8 June, 2012). Available at: http://indonesia.wetlands.org/Publikasi/tabid/2824/mod/1570/articleType/ArticleView/articleId/3364/Default.Aspx, Accessed on 13.11.08

6 Mitra et. al (2005) "An appraisal of global wetland area and its organic carbon stock" (p. 25). Available at: http://tejas.serc.iisc.ernet.in/~currsci/jan102006/25.pdf, Accessed on 13.11.08

7 Historical Timeline Developed by Evaluation Team (2012)

8 Historical Timeline Developed by Evaluation Team (2012)

established under the name Wetlands International. In 1996 Wetlands International established its headquarters in the Netherlands[9].

As a change from the Global Agenda, WI changed their logo, vision and mission: Over the entire agreement of global offices, WI changed global visibility. The impact was, that strategic changes, has been extended to the field of resilience. In 2013, WII replaced the logo that has been used since 1996. It did so, since they began to focus on their concern to social and humanitarian issues as an integral part of environmental activities . [10]

WII works with communities at village to district level, assessment on community vulnerability and capacity, maintaining of group dynamic and works, trainings, environmental campaign, development of village regulation as well as development of community livelihood and ecosystem restoration (Bio-Rights). Wetlands International Indonesia works with 194 households/ communities in 6 coastal villages and 1 upland village in Flores Island and 1 learning site in Banten Province.

During this period, WII put many efforts to develop good networking on the integration of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. Partnerships have also been built with various relevant stakeholders, including land lords, enabling better environment for the introduction and implementation of the proposed programme. Continued efforts on communication and consultation with relevant local government institutions have resulted into good progress on the development of village regulation and establishment of Village level Disaster Response Team.[11]

Mission :
To preserve and maintain wetlands , including resources and biodiversity

Vision :
Wetlands and water resources are conserved and managed wisely so that the various values and environmental services can provide benefits for biodiversity and human life in a sustainable manner

Global Strategies :

1. Build up and disseminate wetlands information :

a. Developing various outreach materials , such as posters , print off , and comics
b . Publishing news on wetland conservation (WKLB)
c .Developing electronic materials , such as movies , slide kits and broadcast media .
d . Organizing and facilitating meetings and related training .
e .Developing a data base of important wetlands in Indonesia.

2. Introducing the role of wetlands in sustainable development:

a. Study and research on wetlands that have not been generally known , for example, studies and providing information on peat and carbon content.
b .Facilitating strategic management of wetland ecosystems at national and regional level , such as the National Strategy for Management of Wetlands , National Strategy for Management of Peatlands , and the ASEAN Peatland Management.
c .Facilitating the integration and harmonization of wetland ecosystems in the General Spatial Plan at the district level .

3. Integrating wetlands into water resources management

a. facilitating the development of alternative livelihoods for communities around the protected area of wetlands or other important wetlands.
b .facilitating the preparation of management plans for protected area wetlands or other important wetlands

[9] Wetlands International (2012), “History”. Available at: http://www.wetlands.org/Aboutus/Ourorganization/History/tabid/64/Default.aspx, Accessed on 13.11.2012
[10] Annex D, MFS II Endline Evaluation, 2014.
[11] WII (2013). Annual Report January - December

4. Wetland biodiversity conservation and ecological networks

a. The development of a variety identification guidelines , studies , and surveys for some kind of important wetlands.

b .facilitating various network related to various of important wetland species , especially migrant species.

c .integrating restorationactivities and rehabilitation of wetlands that had been or was damaged.

3 Methodological approach

3.1 Overall methodological approach

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[12].

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

[12] 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 specific questions that are asked for each of the indicators. Per category of interviewees there is a different list of indicators to be looked at. For example, staff members were presented with a list of all the indicators, whilst external people, for example partners, are presented with a select number of indicators, relevant to the stakeholder.

The information on the indicators was collected in different ways:

1) **Endline workshop at the SPO - self-assessment and 'general causal map'**: similar to data collection during the baseline, different categories of staff (as much as possible the same people as during the baseline) were brought together in a workshop and requested to respond, in their staff category, to the list of questions for each of the indicators (self-assessment sheet). Prior to carrying out the self-assessments, a brainstorming sessions was facilitated to develop a 'general causal map', based on the key organisational capacity changes since the baseline as perceived by SPO staff. Whilst this general causal map is not validated with additional information, it provides a sequential narrative, based on organisational capacity changes as perceived by SPO staff;
2) **Interviews with staff members**: additional to the endline workshop, interviews were held with SPO staff, either to provide more in-depth information on the information provided on the self-assessment formats during the workshop, or as a separate interview for staff members that were not present during the endline workshop;
3) **Interviews with externals**: different formats were developed for different types of external respondents, especially the co-financing agency (CFA), but also partner agencies, and organisational development consultants where possible. These externals were interviewed, either face-to-face or by phone/Skype. The interview sheets were sent to the respondents and if they wanted, these could be filled in digitally and followed up on during the interview;
4) **Document review**: similar to the baseline in 2012, relevant documents were reviewed so as to get information on each indicator. Documents to be reviewed included progress reports, evaluation reports, training reports, etc. (see below) since the baseline in 2012, so as to identify changes in each of the indicators;
5) **Observation**: similar to what was done in 2012, also in 2014 the evaluation team had a list with observable indicators which were to be used for observation during the visit to the SPO.

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

Key steps to assess changes in indicators are described

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

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

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

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

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

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

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

3.3.1 Selection of SPOs for 5C process tracing

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

MFS II support to the SPO has not ended before 2014 (since this would leave us with too small a time difference between intervention and outcome);

- Focus is on the 1-2 capabilities that are targeted most by CFAs in a particular country;

Both the SPO and the CFA are targeting the same capability, and preferably aim for similar outcomes;

Maximum one SPO per CFA per country will be included in the process tracing.

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

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

- Ethiopia: AMREF, ECFA, FSCE, HUNDEE (4/9)
- India: BVHA, COUNT, FFID, SMILE, VTRC (5/10)
- Indonesia: ASB, ECPAT, PtPPMA, YPI, YRBI (5/12)
- Liberia: BSC, RHRAP (2/5).

3.3.2 Key steps in process tracing for the 5C study

In the box below you will find the key steps developed for the 5C process tracing methodology. These steps will be further explained here. Only key staff of the SPO is involved in this process: management; programme/ project staff; and monitoring and evaluation staff, and other staff that could provide information relevant to the identified outcome area/key organisational capacity change. Those SPOs selected for process tracing had a separate endline workshop, in addition to the ' general endline workshop. This workshop was carried out after the initial endline workshop and the interviews during the field visit to the SPO. Where possible, the general and process tracing endline workshop have been held consecutively, but where possible these workshops were held at different points in time, due to the complex design of the process. Below the detailed steps for the purpose of process tracing are further explained. More information can be found in Appendix 1.

Key steps in process tracing for the 5C study

1. Identify the planned MFS II supported capacity development interventions within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team
2. Identify the implemented MFS II supported capacity development interventions within the selected capabilities (capability to act and commit and capability to adapt and self-renew) – CDI team
3. Identify initial changes/ outcome areas in these two capabilities – CDI team & in-country team
4. Construct the detailed, initial causal map (theoretical model of change) – CDI team & in-country team
5. Identify types of evidence needed to verify or discard different causal relationships in the model of change – in-country teams, with support from CDI team
6. Collect data to verify or discard causal mechanisms and construct workshop based, detailed causal map (model of change) – in-country team
7. Assess the quality of data and analyse data and develop final detailed causal map (model of change) – in-country team with CDI team
8. Analyse and conclude on findings– CDI team, in collaboration with in-country team

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 WII that have taken place since 2011 are described. The information is based on the information provided by Red Cross.

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
Capacity Development Scan and Workshop	Workshop was meant to set priorities for capacity development during the (remaining) MFS perioed	Workshop, scan and plan capacity development directions	March 2013	4000 Euro

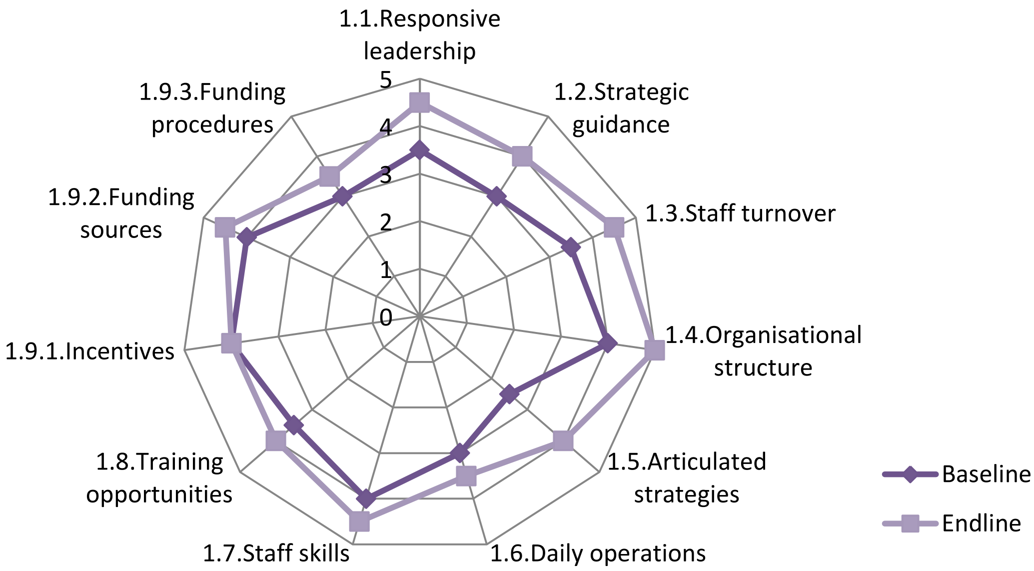
Source: 5C endline_support to capacity development sheet_CFA perspective_Indonesia_WII

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 leader has extensive experience, is strong and dedicated, and is able to maintain good relationships with other parties, both within as well as outside the organization. There are three leaders at the managerial level: the Program Director, the Programme Manager, and the Finance Manager. The Program Director, in collaboration with the Programme Manager, provides good strategic guidelines for the implementation of projects (i.e. through work plans), through which staff performance can be maximized. Currently, communication between leadership and staff has intensified and management and communication responsibilities have been delegated to the project staff. Currently, the strategic plan is still under development. There are more strategic consolidations in proposal development with the Head Quarter. The running projects are in line with the main goal and targets set by the global office.

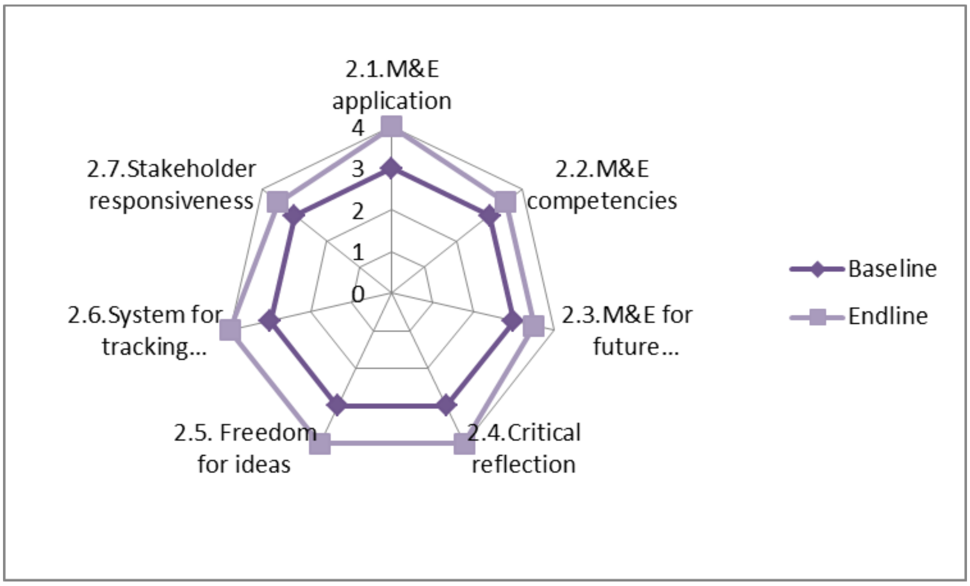
In terms of staff turnover, one senior person who was with the organization for a long time has left the organization since the baseline but a HR consultant has been hired. Having the HR consultant is led to changes in the staff's working contracts, that affect staff motivation: key personnel is now working as permanent staff; salary and benefits are reviewed and adjusted; and the internal human resources policy is in line with the Indonesian labor law. A good working environment, opportunities for training and internal motivation have also contributed to staff being highly motivated to work with WII, but on the whole there is not much change since the baseline.

WII has technical and academically skilled staff with appropriate educational background and general skills (English language, administration, projects, multitasking). There are opportunities to attend formal and informal training – informal training occurs when staffs exchange knowledge during joined projects with other organization and university; whilst there is also formal ad hoc training.

Some projects are close to end in 2015 which will affect the organization finance. However, there are some strategic efforts in the Head Quarter, supported with the good reputation in program implementation, and the organization expects to get some funding in the next years. In term of funding procedures there is no much change since the baseline. The organization still has no clear funding procedures. However it does not affect the ability of WII to get new funds.

Score: from 3.4 to 4.2 (slight improvement)

Capability to adapt and self-renew



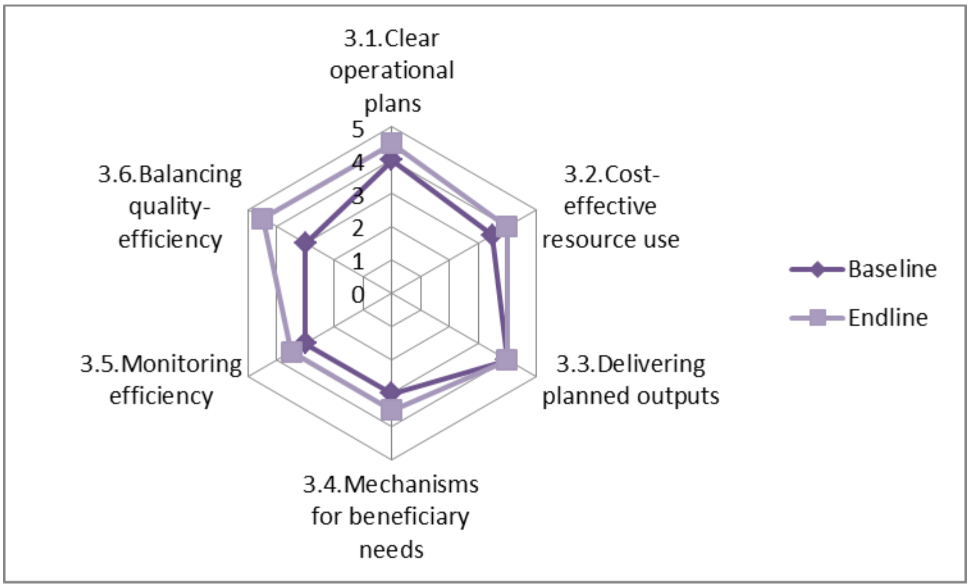
Overall the M&E is conducted in organizational that is done by the Management and project level which is done by Program Manager. In addition that internal M&E also supported by independent consultant and Project Manager of Wetlands International. In term of process all the staff are involved an interactive discussion and encouraged for self reflection. The staffs have more freedom to express their ideas equally in many organizational forum including in policy making process. In addition, there is more room for the staff and management to communicate, mainly dealing with project implementation.

Regarding system for tracking environment, WII has a considerable improvement. During this period (2012-2014), WII highly put any possible efforts to develop good networking on the integration of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. Partnerships have also been built with various relevant stakeholders, including land lords, enabling better environment for the introduction and implementation of the proposed program. Continued efforts on communication and consultation with relevant local government institutions have resulted into good progress on the development of village regulation and establishment of Village level Disaster Response Team.

WII is well respected by its partners, which is proven by the increased efforts to be involved in a number of local, national and international initiatives. Before, during, and after project implementations, the organization always communicates intensively and extensively with their stakeholders to ensure their relevance with stake holders' need.

Score: from 3.0 to 3.8 (improvement)

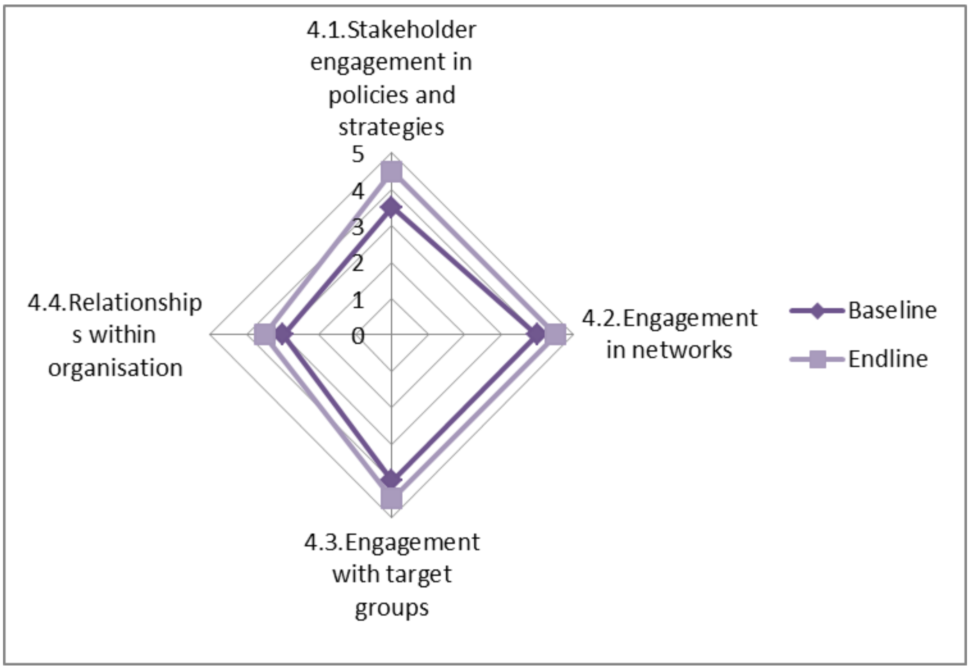
Capability to deliver on development objectives



WII has a systematic way of delivering results through clear plans, log frames, outlines, agreements and continuous re-examination. Projects run based on operational work plans and budgets. WII has a strong and good reputation in providing satisfying results in accordance to the agreement with funders and partners. Particularly the clear project plans and skilled staff play an important role in this. By having field staff to stay in the project locations, the organization ensures that there is involvement and active ownership within the community, which assists WII in ensuring that project activities meet the needs of the communities. Although there is no formal system to measure efficiency and quality, WII is able to deliver high quality results within the given budget or even with additional budget from the organization were needed. WII is known with donors for delivering high-quality results and using resources cost effectively.

Score: from 3.4 to 4 (slight improvement)

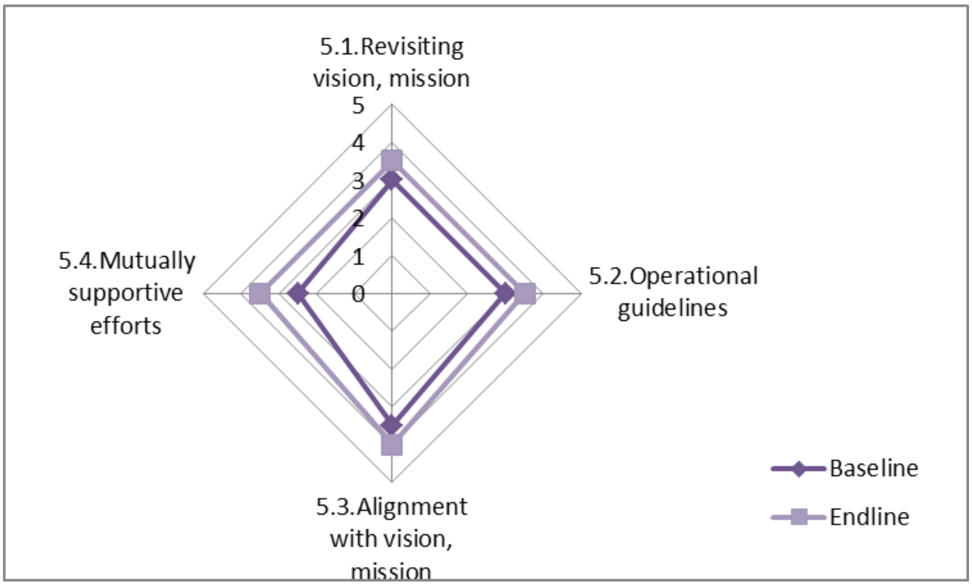
Capability to relate



WII closely considers the needs of their stakeholders, including different ministries, NGOs and communities in the development of policy. WII has been involved in the activities initiated by the different ministries, and is part of the different national and local networks. WII developed cooperation with other organizations (government and non-government) which have the same concerns: forest mapping, carbon sequestration, conservation and restoration of wetlands and other environmental issues. WII works directly with the communities by establishing community based organization and by having project staff that live in the project areas so that issues are well known to the project staff, and can be acted upon.

Score: from 3.6 to 4.2 (slight improvement)

Capability to achieve coherence



WII operates in a playing field of many competing interests and needs which makes coherence a challenging task. For example, vision and mission have been changed at the international level which has profound impact on the work activities in Indonesia, since the strategies need to be contextualized to the Indonesian context. Staff is not actively involved in the revision of the International vision and mission. In other term, overall staff members agree however that program implementation is in line with the set vision and mission also there is a better and more productive relationship between the various projects.

Score: from 3 to 3.6 (slight improvement)

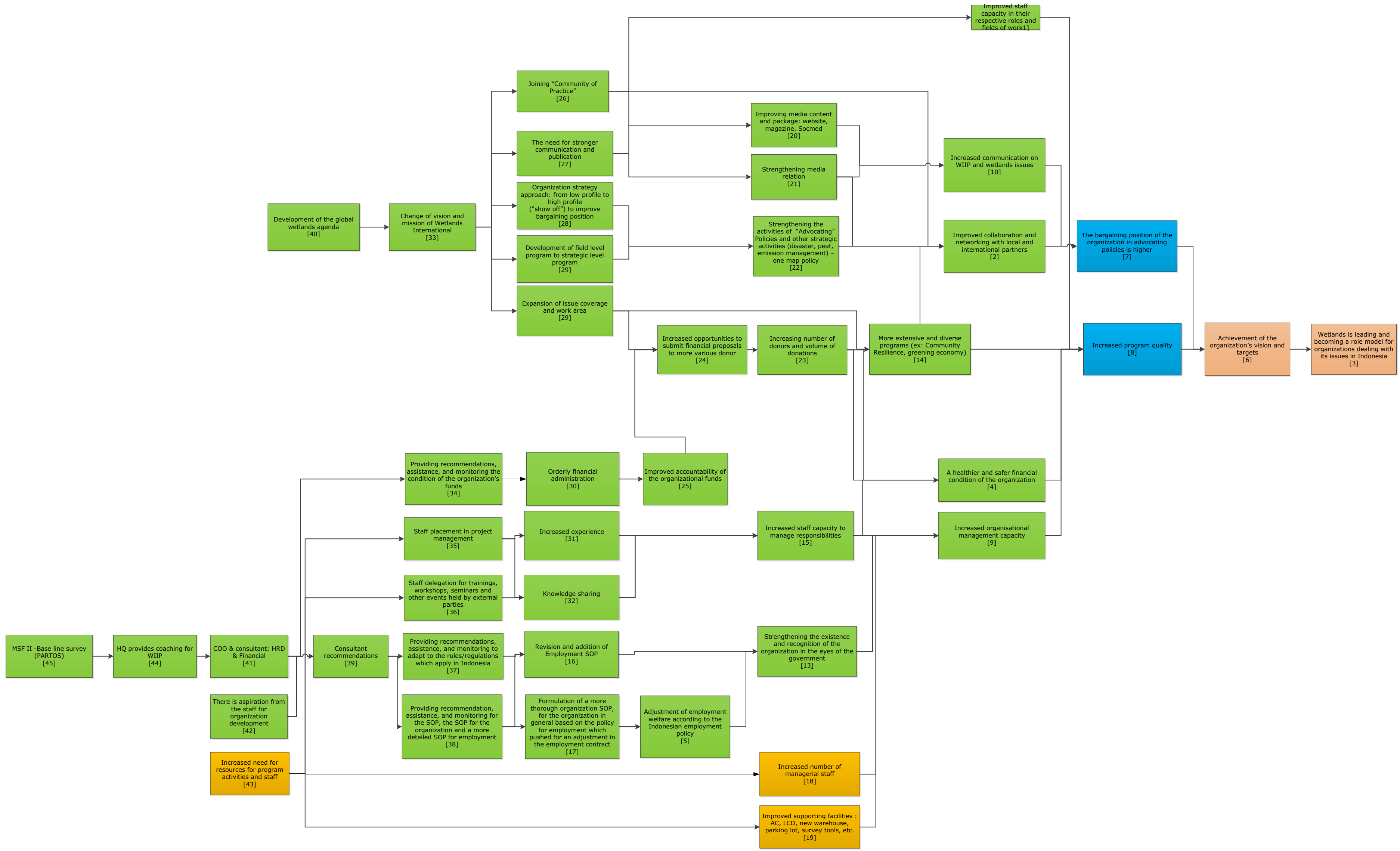
4.2.2 General changes in the organisational capacity of the SPO

The evaluation team carried out an end line assessment at Wetlands International Indonesia (WII) from 2 to 3 July 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in September 2012 (such as vision, mission, strategies, clients, partnerships). This was the basis for discussing changes that had happened to the organisation since the baseline. The main changes that happened in the organisation since the baseline, as identified by the staff during the end line workshop were:

1. Improved staff capacity in their respective roles and fields of work [1]
2. Increased communication on WII and wetlands issues [10]
3. Improved collaboration and networking with local and international partners [2]
4. A healthier and safer financial condition of the organization[4]
5. Increased organizational management capacity [9]

These changes have helped the organization to improve the quality of the programs [8] and thereby contributed to reaching the organization’s vision and targets [6]. According to WIP staff, they expect that this contributes to WII to become a leading organization and a role model for organizations dealing with wetlands and climate change issues in Indonesia.

Each of the five organizational capacity changes is further described below. The numbers in the narrative correspond to the numbers in the visual.



Improved staff capacity in their respective roles and fields of work1]
Joining "Community of Practice" [26]
The need for stronger communication and publication [27]
Organization strategy approach: from low profile to high profile ("show off") to improve bargaining position [28]
Development of field level program to strategic level program [29]
Expansion of issue coverage and work area [29]
Development of the global wetlands agenda [40]
Change of vision and mission of Wetlands International [33]
Improving media content and package: website, magazine. Socmed [20]
Strengthening media relation [21]
Strengthening the activities of "Advocating" Policies and other strategic activities (disaster, peat, emission management) – one map policy [22]
Increased communication on WIIP and wetlands issues [10]
Improved collaboration and networking with local and international partners [2]
The bargaining position of the organization in advocating policies is higher [7]
Increased opportunities to submit financial proposals to more various donor [24]
Increasing number of donors and volume of donations [23]
More extensive and diverse programs (ex: Community Resilience, greening economy) [14]
Increased program quality [8]
Achievement of the organization's vision and targets [6]
Wetlands is leading and becoming a role model for organizations dealing with its issues in Indonesia [3]
Providing recommendations, assistance, and monitoring the condition of the organization's funds [34]
Orderly financial administration [30]
Improved accountability of the organizational funds [25]
A healthier and safer financial condition of the organization [4]
Staff placement in project management [35]
Increased experience [31]
Increased staff capacity to manage responsibilities [15]
Increased organisational management capacity [9]
Staff delegation for trainings, workshops, seminars and other events held by external parties [36]
Knowledge sharing [32]
MSF II -Base line survey (PARTOS) [45]
HQ provides coaching for WIIP [44]
COO & consultant: HRD & Financial [41]
Consultant recommendations [39]
Providing recommendations, assistance, and monitoring to adapt to the rules/regulations which apply in Indonesia [37]
Revision and addition of Employment SOP [16]
Strengthening the existence and recognition of the organization in the eyes of the government [13]
There is aspiration from the staff for organization development [42]
Providing recommendation, assistance, and monitoring for the SOP, the SOP for the organization and a more detailed SOP for employment [38]
Formulation of a more thorough organization SOP, for the organization in general based on the policy for employment which pushed for an adjustment in the employment contract [17]
Adjustment of employment welfare according to the Indonesian employment policy [5]
Increased need for resources for program activities and staff [43]
Increased number of managerial staff [18]
Improved supporting facilities : AC, LCD, new warehouse, parking lot, survey tools, etc. [19]

Improved staff capacity in their respective roles and fields of work [1]
Staff present at the end line workshop indicated that staff capacities in the respective roles and fields of work have improved since the baseline in 2012. They indicated that this is mainly the result of joining the "community of practice"[26]. This is an international community developed by Wetlands International whose members are individuals with similar focus (wetlands – climate change issues). Their activities include: face to face meetings and regular webinars; huddle (joint data sharing mechanism), the access and maintenance of a virtual library. Through their involvement in this community, WII greatly benefited in both the development of individual staff competences. Joining the "community of practice" initiative was the result of the change of vision and mission of wetlands international [33], which in turn was influenced by the global development agenda for wetlands [41].

Improved communication about WII and wetlands issues [10]
More and higher quality news items about WII's activities was spread by distributing improved media content and packages through social media [20] and stronger ties with traditional media relations [21]. Better information could be provided through the cooperation in the "community of practice" initiative [26], but was driven by the need for stronger communication and publication [27]. Similarly, the strengthening of relations to traditional media was the result of this need [27]. The need for stronger communication was the direct result of the change of vision and mission at Wetlands International [33]. This change entitled to become more high-profile and visible in media, as well making the issues of wetlands more related to human needs.

The bargaining position of Wetlands International Indonesia increased due to an increase of spreading news about Wetlands International Indonesia and the issues dealt with [10] and expanding the network of stakeholders that the organization deals with [11] to include government, local communities, the private sector, civil society and the scientific community.

Increased collaboration in networking with local and international partners [2]
Since the baseline in 2012 WII has expanded its network and collaborating with a wide range of partners, both locally as well as internationally. This includes government, local communities, the private sector, civil society, the scientific community and organizations similar to WII internationally.

The expansion of WII's stakeholder network resulted from joining the international community of practice [26], better ties to the media [21], an overall strengthening of "advocating" policies related to not just wetlands [22] and having more extensive and diverse programs [14]. The overall strengthening of 'advocating' policies [22] related to not just wetlands, but also related areas like disasters, peat and emission management [22]. One of the WII contribution is the development of Indonesia's one map policy led by Indonesia's Geo-spatial Information Agency (BIG). One map policy is an integrated policy on the map production and utilization in Indonesia which covers all wetlands maps, including peat and mangroves. This in turn was enabled by the organizations approach to move its strategy and image from low profile to high profile ("show off") [28] and the development of field level activities to more strategic level program activities [29]. Both developments fit in with the new vision and mission of Wetlands International [33].

WII formulated more extensive and diverse programs [14]. These included for instance community resilience programs or green economy development initiatives. With this a greater amount of new stakeholders was reached. The move to these broader program initiatives was on the one hand related to the expansion of the issue coverage and work area [29] as projected in the new vision and mission of the organization [33], but also driven by an increasing number of donors and volume of donations, that resulted from increased opportunities to submit proposals to a wide range of donors [24], which was related to covering more issues and a wider work area [24]. This was in line with the new vision and mission of Wetlands International [33]. WII submitted more proposals to donors because WII has improved the accountability of the funds [25], which greatly increased confidence amongst potential donors for successful application of their funds. This improved accountability was due to having a more orderly financial administration in place [30]. Overall the greater accountability came about from an orderly financial administration of the organization's activities [30], as could be seen in the improved financial reports. This was largely due to the close monitoring of the organization's activities and funds, and the recommendations and assistance given by the Chief of Organization Officer (COO) of Wetland International (WI) Head Quarter (HQ) with an independent financial and HR consultant as recommended by WI HQ[41]. This was the result of getting coaching from headquarters [44]. After findings from the MFS II baseline in 2012 financial issues became clear [45]. Furthermore, WII staff wanted the organization to develop [42] which supported the organization to improve upon their financial administration.

A healthier and safer financial condition of the organization [4]
WII has become a healthier and safer organization in financial terms [4]. This was largely enabled by the increasing number and amount of donations [23], which is explained above. It is also related to increased staff capacity to manage responsibilities [15]. This is further explained below.

Increased organizational management capacity [9]
Finally, WII staff indicated that there was an overall increase in organizational management capacity [9]. Four factors affected this increase:

1. Increased staff capacity to manage responsibilities [15]
2. Strengthening the existence and recognition of the organization in the eyes of the government [13]
3. An increase in the number of managerial staff [18]
4. Improved supporting facilities [19]

First, overall staff capacity to manage their activities and responsibilities [15] increased as a result of greater experience [31] and through knowledge sharing amongst colleagues [32]. Both were enabled by better staff placement in project management [35]. Moreover, staff management capacity increased due to additional training and capacity development events for staff members [36]. The consultant that was hired by WII as follow up of the MFS II baseline for the Alliance, provided recommendations to enhance staff management capacity [39].

The other reason for increased organizational management capacity [9] was that WII's recognition and image was strengthened in the eyes of the government [13]. This was due to the revision and addition of employment standard operating procedures (SOPs) to conform better to Indonesian law and regulations [16]. The drafting of these SOPs was the immediate result of a proactive stance to comply and adapt to Indonesian law and regulation in terms of human resources management and benefits [37]. All of these decisions were based on recommendations [37] made by an external consultant in the period between 2012 and 2014 [39] in an effort to evaluate organizational development of finances and human resources development [41] based on coaching and recommendations from Wetlands International HQ [44] after having reviewed the 5C baseline evaluation results by MFS II in 2012 [45].

Strengthening the recognition and image in the eyes of the government was also due to adjustment of the employment welfare according to the Indonesian employment policy [5]. As mentioned earlier, WII made a proactive case to comply and adjust to the employment welfare laws and regulations of Indonesia. This adjustment was sustained and successfully implemented [5] through the formulation of organization specific standard operating procedures [17] and based on specific recommendations [38] for having a more specific SPO for employment. This was suggested by the consultant is hired to improve management capacity, including finance, administration, human resources and other SPO related to its [39].

Thirdly, the number of managerial staff increased, providing additional resources and capacity for the management of the organization [18], due to an increasing need for resources for program activities and its' staff [43].

Fourthly, improved supporting facilities in the form of a new warehouse, parking lot, survey tools and supporting office materials [18] enabled an environment to manage operations in a more professional and efficient manner. This too, was based on a greater need for resources that matched the new ambitions and program activities of WII.

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.

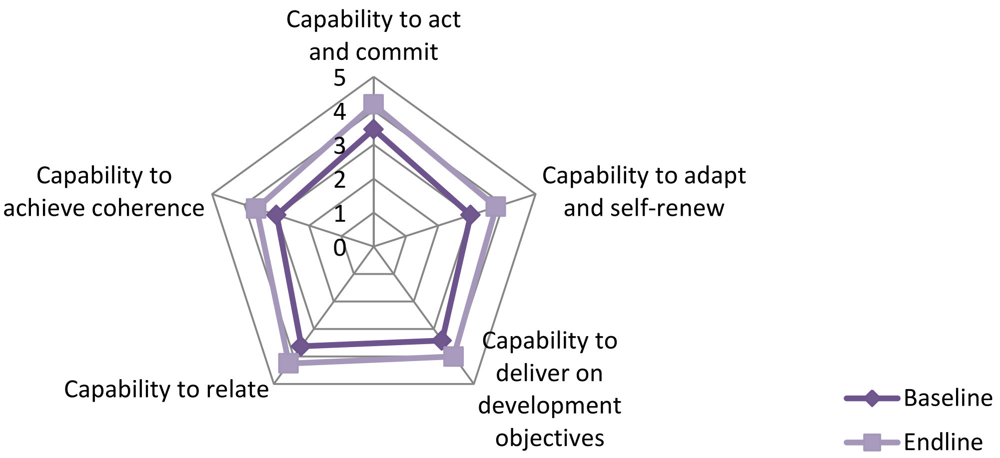
WII

The evaluator sent out all the interview sheets and most of them (six out of seven) were returned back before the field visit. WII did not have any M&E staff in place and so this particular interview sheet was not filled. The field visit started with the development of the general causal map, based on key organisational capacity changes since the baseline in 2012. There were 10 staff members who participated in the workshops, they were: 3 management staff (director, program manager, and finance manager), 3 program staff, 2 admin and HRM staff, and 2 field staff. Reviewing the historical timeline from 2012-2014 helped to initiate this process. Overall there was not much adjustment of the endline methodological guidelines. Furthermore, generally the same staff who participated in the baseline, also participated in the endline process.

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 improvements have taken place in the capability to adapt and self renew. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

Over the last two years an improvement took place the capability to act and commit. Responsive leadership has improved. The leader has extensive experience, is strong and dedicated, and is able to maintain good relationships with other parties. Strategic guidance has also improved as the leader provides good strategic guidelines related to the implementation of projects (i.e. work plan). Staff turnover has improved as well: key staff members that were hired as contractual staff has now been hired to work as permanent staff. Salary and benefits have been reviewed and adjusted; besides that, the human resources policy is now more in line with the Indonesian labour law. WII' organisational structure has improved as well due to an additional staff member at the country program level. Articulation of strategies has improved considerably since 2012. At the project level, decisions on future activities are based on a situational analysis (e.g. rapid ecosystem assessments). The strategic plans at project level have been well developed and implemented. Daily operations have slightly improved, since the running projects are now in line with the main goal and targets set by the global office. Staff skills have improved slightly; at present the staff's capacity to deal with strategic issues has improved due to the more complex activities and projects, which the organization has taken on board in order to survive. Training opportunities have slightly improved. Informal training occurs when staff exchange knowledge during joint projects with other organizations and universities. Formal training occurs more ad hoc. A slight improvement in the sources for funding has occurred. Some projects are close to end in 2015, which will affect the organization's finance. This is however being anticipated in Head Quarters where some strategic efforts are currently being formulated. Combined with the good reputation of the organization in program implementation, WII is expected to get sufficient funding in the next years. This is also supported by the wider scope of work as described in the organization's visibility change (logo, vision and mission) at the global level. Funding procedures have improved slightly after 2012 as there is now an initiative to have strategic consolidation from Wetland International to create umbrella programs that enable its members to access funds.

The capability to adapt and self-renew has improved the most compared to the other 4 capabilities. At the project level, monitoring and evaluation (M&E) is done systematically and on time. All WII projects have a log frame which has been agreed upon with the funders. Similarly, M&E competencies improved slightly: M&E at the project level runs smoothly but at the organizational level there is still room for improvement. In some cases, WII is employed by other International NGOs (i.e. Oxfam, Novib, IUCN NL) to evaluate and monitor their projects in Indonesia. M&E for future strategies has improved slightly; M&E at the outcome level is now done by the consultant hired by the funder, for example during the midterm review. Compared to 2012, the learning process in terms of critical reflection has been better developed and accommodated at the project level. The freedom for ideas has improved as staff now experience more freedom to express their ideas at the project level. In terms of a system for tracking the environment, WII has a considerable improvement. During this period (2012-2014), WII put its efforts in developing good networks in the areas of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. In terms of stakeholder responsiveness, WII is well respected by its partners, which is proven by the increased efforts to be involved in a number of local, national and international initiatives.

In the capability to deliver on development objectives, an overall slight improvement has taken place. In terms of clear operational plans, WII remains well known for having good performance in implementing and conducting the log frame at the project level which is acknowledged by both partners and donors. Cost-effective resource use has been slightly improved. WII works with a time writing system, and staff frequently works on more than one project at once to optimize their work schedules. In terms of mechanisms to meet beneficiary needs, a slight improvement has taken place as field projects are now determined based on thorough assessment of the needs and perspectives of local communities and stakeholders. In terms of balancing quality and efficiency, WII has shown considerable improvement: in a number of cases where the financial needs exceeded the proposal, the organization would disregard efficiency and use the organization's own money to cover the budget gap and maintain the quality of the result.

The capability to relate has slightly improved. First, stakeholder engagement is more involved in policies and strategies. The Ministry of Forestry, National Working Group on Mangrove, Ministry of Environment, Ministry of Marine and Fishery, National Council of Climate Change, National Disaster Management Agency, Community Disaster Management Indonesia, have been some of the parties that WII has engaged with since the baseline. In terms of engaging networks, WII has slightly improved 2012. There has been an increase in invitations from parties in WII's network to become partners with WII and more cooperation initiatives have been launched. The engagement with target groups has improved as well. Local communities and the other stakeholders are still always involved in implementation in the field. Relationships within the organization have slightly improved. There has been an emphasis on face to face communication and limiting information sharing through email and phone calls.

Finally the capability to achieve coherence has slightly improved as well. In terms of operational guidelines new operational procedures related to finance and HRM have been adopted by the management since the baseline. A slight improvement also took place in the alignment with vision and mission: staff agrees that the vision and mission of WII have been successfully aligned with Wetlands International after a global change in recent years. Mutually supportive efforts have been considerably improved through the cross-project coordination.

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 WII 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 WII staff, these have been captured in the general causal map in 4.2.2:

1. Improved staff capacity in their respective roles and fields of work
2. Increased communication on WII and wetlands issues
3. Improved collaboration and networking with local and international partners
4. A healthier and safer financial condition of the organization
5. Increased organizational management capacity

All of these are expected to contribute to WII becoming a leading organization and a role model for organizations dealing with global warming and wetlands issues in the Indonesia. WII staff experienced these as the most important capacity changes in the organisation since the baseline.

Improved staff capacity resulted from joining the "community of practice". This is an international community whose members are organizations with similar focus (global warming-wetlands). This was the result of the change of vision and mission of Wetlands International, which in turn can be attributed to the development of the global agenda for wetlands.

Increased communication on WII and wetlands issues was attributed by the SPO staff, to improving media content and packages as well as strengthening media relations. Both these developments sprung from the need for stronger communication and publication which resulted from a change of vision and mission of Wetlands International.

Improved collaboration and networking was attributed by the SPO to joining the joint community of practice, the strengthening of activities of advocating policies and other strategic activities (disaster, peat, emissions management) as part of a "one map policy" to include other subsectors, and more extensive and diverse programs. The strengthening of advocating activities was enabled by the shift in organizational approach from "low profile" to "high profile" as well as the development of field based programs to more strategic level programs. Both these shifts were the result of the change of vision and mission of Wetlands International, which occurred after the development of the global wetlands agenda. More extensive and diverse programs were the result of an increasing number of donors and the volume of donations, which in turn resulted from increased opportunities to submit financial proposals to various donors. This can be attributed to an expansion of issue coverage and work area on the one hand, and improved accountability of the organizational funds on the other. Whilst the work area expansion was once again due to the change of vision and mission of Wetlands International, the increased accountability resulted from an orderly financial administration. This was an important conclusion from the OD consultant who was hired after Wetlands International provided coaching and a capacity development workshop through MFS II funding.

The improved financial condition of WII occurred through an increasing number of donations, and increased staff capacity to manage responsibilities. The greater number of donations was already explained above. The increased staff capacity to manage responsibilities resulted from increased experience and knowledge sharing. Both of these were enabled by staff placement in project management, and staff being sent to trainings and workshops. Both these were recommended by the organizational capacity scan and HQ workshop on capacity development.

Finally, the increased organization management capacity resulted from an increased ability of staff to manage responsibilities, strengthening the existence and recognition of the organization in front of the government, an increased number of managerial staff, and improved supporting facilities. The latter two changes resulted from an increased need for resources for program activities and staff. Increased staff capacity to manage responsibilities was already explained in the previous paragraph. Strengthening the existence and recognition of the organization in the eyes of the government was due a revision and addition of Employment SOP as well as an adjustment of employment welfare according to Indonesian labor laws after a series of formalizations in the employment policy and contracts. Both can be attributed to the recommendations made by the consultant regarding integration of Indonesian laws and regulations as well as recommendations regarding reviewing and revising SOP's. This in turn resulted from the MFS II sponsored CD scan in March 2013.

In conclusion MFS II interventions have been tied to key organization capacity changes, as experienced by the SPO, although they were only in part responsible for all changes that have occurred. The redevelopment of the global agenda of Wetlands International has also had profound impact on the organization's capacity changes, particularly in the field of program quality and focus, as well as networks addressed. The development of a more structured, accountable and transparent organization that adheres to Indonesian law and has increased its' organizational management capacity can however for a large part be attributed to MFS II, according to SPO staff present at the endline workshop. However, it must be noted that the information provided has not been validated through other sources of information, and therefore the conclusions must be understood in that respect.

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Annex B_5C endline_support to capacity development sheet_CFA perspective_Indonesia_WII_RedCross.docx
Annual Plan Indonesia 2014_ver 8_13 December 2013_FINAL response YRN to comments MJV.pdf
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Capacity Development Plan_March 2013_ver 2, update July 2013, yn.docx
Capacity development WI-ID 130307.ppt
Contract Amendment- PfR 1231-012 Indonesia (1).doc
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Contract Annex 1 3 & 4 initials JR scan.pdf
Contract Annex 2 ToR initials JR scan.pdf
Contract Budget WII budget July - sept 2013 INN final.xls
Contract Indonesia Budget and workplan Oct - Nov 2013_ver3_11 October 2013.xls
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Research proposal Learning from and about PfR Sep 2013 zb.pdf
ToC WII based on WI workshop.docx
ToC WII_Jan 2013_workshop version.docx
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ToC_Indonesia_Wetlands International_Aug 16.2012_A4.docx
Annual Plan Indonesia 2014_ver 8_13 December 2013_FINAL response YRN to comments MJV.pdf
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E01_Wetlands.xls
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Standard Operational Cost_Indonesian.pdf
WII Planning report 2014.doc
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WII Yearly Report 2012.doc
Annex Q_ WII.doc
Annex R_5c endline_observable indicators at SPO_Indonesia_Wetlands.docx
BAHASA-Annex L_5c endline interview guide_subgroup_management (yus).doc
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BAHASA-Annex M_5c endline interview guide_subgroup_program staff_Indonesia_Wetlands.doc
BAHASA-Annex O_5c endline interview guide_subgroup_admin and HRM staff (hidayat).doc
BAHASA-Annex O_5c endline interview guide_subgroup_admin and HRM staff_anggita.doc
BAHASA-Annex P_5c endline interview guide_subgroup_field staff (ragil).doc
BAHASA-Annex P_5c endline interview guide_subgroup_field staff (telly).doc

List of Respondents

List of Respondents

People Present at the Workshops

Date:	**2-3 July 2014**	**Organisation: Wetlands International-Indonesia**		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Yus Rusila Noor	Programme Manager	27 years	08128289379	Yus.noor@gmail.com
Lusiana Nuris Siyadah	Finance Manager	10 years	08121101279	lusiananurissiyadah@yahoo.com
Program/ Project staff				
Reza	Program Staff			
Iwan Tri Cahyo Wibisono	Forestry and Rehabilitation Specialist	12 years	0818101398	wibisono_yoyok@wetlands.or.id
Triana	Publication Officer	12 years	02518633629	maintenance@wetlands.or.id
Telly Kurniasari	Project Koordinator	10 years	0818101328	-
Admin/ HR/Finance staff				
Hidayat Sunarsyah	Maintenance Officer	27 years		
Anggita Kalistaningsih	Sekretarisdan Admin	7 years	0217272293	admin@wetlands.or.id
Field staff staff				
Yoyok	Field staff			
Vidi	Field staff			
Ragil Satriyo Gumilang	Forestry specialist	4 years		
Others				

List of People Inteviewed

Date:	**25-28 June 2012**	**Organisation: Lembaga Kita**		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Yus Rusila Noor	Programme Manager	27 years		
Lusiana Nuris Siyadah	Finance Manager	10 years	0812110 1279	lusiananurissiyadah@yahoo.com
Program/ Project staff				
Reza	Program Staff			_
Iwan Tri CahyoWibisono	Spesialiskehutanandanrehabilitasi	12 years	0818101398	wibisono_yoyok@wetlands.or.id
Triana	Publication Staff	23 years	025 8633629	maintenance@wetlands.or.id
Telly Kurniasari	Project Koordinator	10 years	0818101328	
Admin/ HR/Finance staff				
Hidayat Sunarsyah	Maintenance Officer	27 years		_
Anggita Kalistaningsih	Sekretarisdan Admin	12 years	0217272293	admin@wetlands.or.id

Field staff staff				
Yoyok	Field staff			
Vidi	Field staff			
Ragil Satriyo Gumilang	Forestry specialist			
Others				

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.[13] 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.

[13] 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.

Key steps to assess changes in indicators are described

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

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

Below each of these steps is further explained.

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

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

General questions about key changes in the capacity of the SPO

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

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

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

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

- +2 = Considerable improvement

2. *Please describe what exactly has changed since the baseline in 2012*
3. *What interventions, actors and other factors explain this change compared to the baseline situation in 2012? Please tick and describe what interventions, actors or factors influenced this indicator, and how. You can tick and describe more than one choice.*
   - Intervention, actor or factor at the level of or by **SPO**: ....
   - Intervention, actor or factor at the level of or by the **Dutch CFA (MFS II funding)**: .... .
   - Intervention, actor or factor at the level of or by the **other funders**: ....
   - **Other** interventions, actors or factors: ....
   - 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.

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[14]

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	Woord en Daad	Yes; both capabilities
DRISTI	31-03-2012	Yes	Yes	No	no	Hivos	No - closed in 2012
FFID	30-09-2014	Yes	Yes	Yes	Yes	ICCO	Yes

[14] 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.

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

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.

*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).

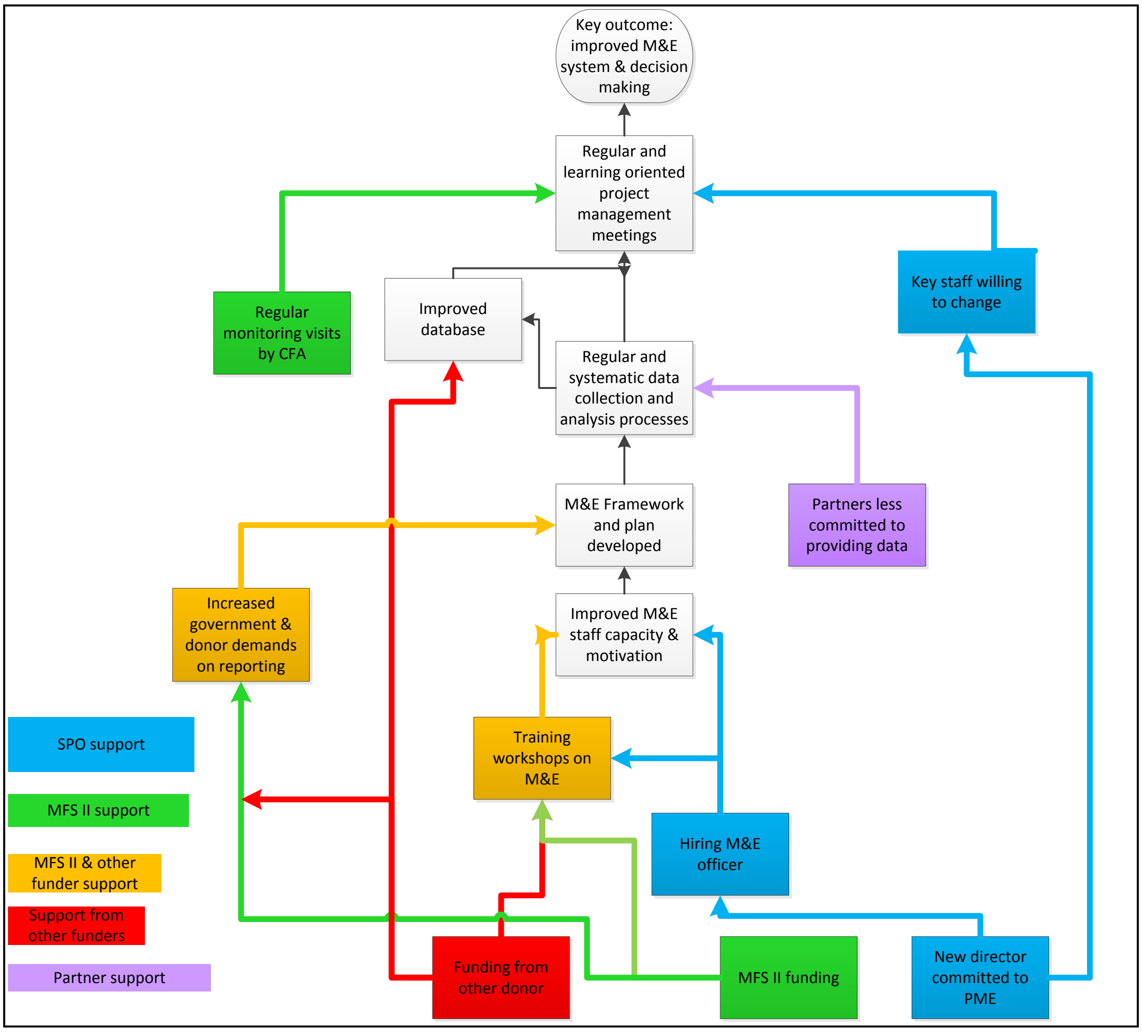


Figure 1 *An imaginary example of a model of change*

*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.

Types of evidence to be used in process tracing

- **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.

Description of Endline Indicators WII

1.1. Responsive leadership: 'Leadership is responsive, inspiring, and sensitive'
This is about leadership within the organization (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 organization.

The leader has extensive experience, is strong and dedicated, and is able to maintain good relationships with other parties. There are currently three leaders at the managerial level. The management is now more inclusive and pays more attention to the needs of organizational development compared to the baseline situation in 2012. Most of the staff stated that the delegation of tasks and leadership roles amongst the managers are distributed more evenly, and not fulfilled by the Program Director alone. Program Managers are responsible for the technical reports, while the budget is managed by the Finance Manager in cooperation with the Project Coordinator. Project staffs are also encouraged to improve their capacity dealing with the projects. This situation affects the information distribution and decision making process. In addition, the leaders have positive concerns towards the staff and vice versa. Staffs has also gained trust in their leaders. Nonetheless, leadership is considered strong and hierarchical

WII holds a strategic position in influencing the wetland policy in Indonesia as the organization became the active member of National Committee of Wetland Ecosystem Management, the secretary of National Mangrove Working Group, member of Regional Mangrove Working Group in Sikka and Serang (Banten), and the only NGO member of One Map Policy (apart from Government Agencies) led by National Geospatial Agency (BIG)

Score: from 3.5 to 4.5 (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 leader provides good strategic guidelines related to the implementation of projects (i.e. work plan), which staff considered extremely helpful in getting the best out of their work activities. Staff has indicated that communication with leadership has become easier since the baseline in 2012, partially due to the more active use of organization's communication facilities (e.g. office server) and informal discussions. Besides that, the leader has disaggregated meetings into three levels in order to make it more effective. The multi layers meeting were initiated also to accommodate the Program Director's limited time and workload. Therefore, he is not necessary to attend all meetings. The meetings are as follows; *Firstly,* between the Program Director and the management. *Secondly,* between the management and the project coordinator/project manager, and thirdly between project coordinator/project manager and project staff.

In addition, the Program Director understands the importance of capacity building for staffs, particularly field staffs which most of them are junior. There are considerable gap of capacity between senior and junior staff. Therefore to increase their capacity the Program Director provides greater autonomy for staff to work independently i.e working independently for project. To help them, the Program Director along with the program manager and finance manager developed detailed operational guidelines for the project coordinator/project manager that has improved staff skill to manage project significantly

Score: from 3 to 4 (improvement)

1.3.Staff turnover: 'Staff turnover is relatively low'
This is about staff turnover.

A senior staff member who already worked for WII for years left the organization for further education in 2013. The organization hired a HR independent consultant which resulted in general changes to staff's work contracts. Key staff members that was hired as contractual staff have now been hired to work as permanent staff. Salary and benefits have been reviewed and adjusted; beside that the human resources policy is now more in line with the Indonesian labor law. These changes have had positive effects for the staffs' working motivation within the organization. Staff has indicated that they hope that this will lead to positively support the organization's long term strategic planning. Staff placement and roles are now based on their expertise through which they can contribute optimally to the organization.

The organization considers its internal relationships as a strong familial bond and atmosphere as most of the staffs have been working for the organization for more than 10 years. Most of staffs have also a very good sense of belonging to the organization. That's why staff turnover is very low. A very few permanent staffs left just for education reason.

Score: from 3.5 to 4.5 (improvement)

1.4 .Organisational structure 'Existence of clear organization structure reflecting the objectives of the organization"

The organizational structure of WII did not change much. There was only one addition of personnel at the Country Programme level. This increased the total number of responsible people in the organization to three: the Programme Program Director, Programme Manager, and Finance Manager. They are also linked to the staff at Wetlands International global headquarters in the Netherlands. Global objectives and strategies are implemented through partnership agreements with the country offices, and these are ultimately implemented in the field through cooperation with local government, local NGOs and community-based organizations.

The organizational structure at the project management level reflects the activities that are undertaken by WII. In terms of field office management, the office set-up which has been realized at the end of 2011 remains solid and working properly. A total of five full-time project personnel have been settled in the Maumere Office and one other staff member in the Serang (Banten) office for Partners for Resilience Project (PfR), all supported by the management team in the Bogor Office. They have successfully managed and implemented the project components as planned.

During this period (2011-2014), WII highly put any possible efforts to develop good networking on the integration of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. Partnerships have also been built with various relevant stakeholders, including land lords, enabling better environment for the introduction and implementation of the proposed programme. In addition, WII attempt to bring their partners in to a more globally integrated working atmosphere. The strategy is bringing their partners to be a part of *Partners for Resilience (PfR).* Wetlands International has worked closely with Red Cross, Cordaid, Red Cross Climate Centre and CARE to implement a range of activities in Asia, Latin America and Africa to increase people's resilience against (climate related) disasters via ecosystem restoration and management. They named the alliance by PfR.

Score: from 4 to 5 (improvement)

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

Development of the Wetland International global agenda has forced WII to adapt themselves and to incorporate strategic planning. WII was assisted by the capacity assessment under the MFS II programme in the context of Partners for Resilience (PfR). However, findings from regular M&E are still insufficiently adopted into the strategic planning.

At the project level, decisions on future activities are based on a situational analysis (e.g. rapid ecosystem assessments) disregard the fact that the WII strategic plan 2013 has not fully aligned with the global agenda yet. However, the strategic plans at projects level have been well developed and implemented. Nonetheless, there is a basic strategy set out in the Strategic Plan and grouped around 5 themes. All WII projects reflect the 5 strategies: Sustainable livelihoods, Biodiversity, Water, Climate, Greening the Economy).

Score: From 2.5 to 4 (considerable 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.

There has not been any significant change from the baseline situation in 2012. Currently, the strategic plan is still in the process of being adapted from the global strategic plan to the national situation. The running projects are in line with the main goal and targets set by the global office. Some staff members are familiar with the existing strategic plan while some are not, particularly if it does not directly relate to their activities and responsibilities. Only the technical staff and some supporting staff members are familiar with the strategic plan due to their involvement in its implementation. Daily activities are set based on the monthly and daily plans to ensure that all targets are achieved.

Score: from 3 to 3.5 (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 need.

Wetlands International Indonesia (WII) has technical and academically skilled staffs with appropriate educational background and general skills (English language, administration, project management). Most of the technical staff has a background in environmental education. At present the staff’s capacity to deal with strategic issues has improved due to the more complex activities and projects which the organization has taken on in order to survive. Wetlands International Indonesia was previously the leading organization in Indonesia concerning wetlands but now other organizations are emerging within the sector who addresses similar issues. The competition with these organizations has proven to be a key factor for staff to be willing to increase their capacity and stay competitive in the market place.

The Program Director has delegated the authority to communicate about particular issues in the media to some of the technical and junior staff whom he deemed skillful enough to do so.

Score: from 4 to 4.5 (slight improvement)

1.8.Training opportunities: 'Appropriate training opportunities are offered to staff'
This is about whether staffs at the SPO are offered appropriate training opportunities

There are many opportunities to attend formal and informal training. Informal training occurs when staff exchanges knowledge during joint projects with other organizations and knowledge institutions. Formal training occurs more ad hoc. Nevertheless, the organization has no budget for sending staff members for training. Staff therefore has to fund the training they attend by themselves or looking for scholarship. WII only sends staff to attend training related to program development for the organization. On the other hand, WII has also sent staff for further education abroad through scholarship. There are some staff members with Master of Science degrees and one staff member is studying for a PhD in Australia with support from the organization. The management facilitated in seeking the scholarship for staffs with highly potential capacity by establishing cooperation with some universities abroad. The most minimal support given is providing institutional recommendation letter for the staff. Beside that in some cases where long trainings opportunities are available, the staff chooses not to participate because their attendance is required for their respective programs.

Score: from 3.5 to 4 (slight improvement)

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

So far there has not been much change in the incentives given to WII staff. Currently, there is an adjustment related to salary and allowance in line with the addition of workload and inflation. Some temporary/project staff has stated that they receive sufficient remuneration. Overall staff motivation to work for WII missions is high. The inclusion of health allowance for field staff who works in risky environments adds to this motivation. Another incentive appreciated by the staff is the fact that WII offers the freedom to work in a warm office environment whilst having the opportunity to travel around Indonesia or abroad. Career and training opportunities are offered to particular staff members.

The organization hired a HR consultant which resulted in general changes to staff's work contracts. Contractual project staff members that positively appraised by the management have now been hired to work as permanent staff. Salary and benefits have been reviewed and adjusted, and the human resources policy is now more in line with the Indonesian labor law. These changes have had positive effects for the staffs' working motivation within the organization. Staff has indicated that they hope that this will lead to positively support the organization's long term strategic planning. Staff placement and roles are now based on their expertise through which they can contribute optimally to the organization. Furthermore, the organization considers its internal relationships as a strong familial bond and atmosphere as most of the staffs have been working for the organization for years.

Score: from 4 to 4 (no change)

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.

In the last decade, WII was able to increase the variety of funding. This included sources from the government, private sectors, and international foundations. These are including the Netherlands, CIDA/Canada, World Bank and international foundations such as IUCN, Oxfam, WWF, AccioNatura, and the Rockfeller Brother Funds. These funding sources have significantly stabilized the budget of the organization. Most of them are used for particular projects. WII has a good reputation with respect to budget management which makes it relatively easy for them to find funding. However, as a part of Wetland International (which is listed in Indonesia as an international NGO), WII is not allowed to get funding from within Indonesia which is narrowing the potential funding resource. Most staffs said that it will prevent conflict of interest and maintain independency.

Some projects are close to end in 2015 which will affect the organization's finance. This is however being anticipated in Head Quarters where some strategic efforts are currently being formulated. Combined with the good reputation of the organization in program implementation, WII is expected to get sufficient funding in the next years. This is also supported by the wider scope of work as described in the organization's visibility change (logo, vision and mission) at the global level.

Score: from 4 to 4.5 (slight improvement)

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

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

Overall there are no clear procedures for exploring new funding opportunities. However, after 2012 there is initiative to have strategic consolidation from Wetland International to have umbrella programs that enable its members to access funds.

In addition, staffs has the opportunity to create proposals and to approach potential funders, it also comes the other way around where the funders approach the organization because of its good reputation. Although it seems that WII easy to get new funds, however staffs indicated that the clear funding procedure is required.

Score: from 3 to 3.5 (Slight Improvement)

Summary Capability to act and commit
The leader has extensive experience, is strong and dedicated, and is able to maintain good relationships with other parties, both within as well as outside the organization. There are three leaders at the managerial level: the Program Director, the Programme Manager, and the Finance Manager. The Program Director, in collaboration with the Programme Manager, provides good strategic guidelines for the implementation of projects (i.e. through work plans), through which staff performance can be maximized. Currently, communication between leadership and staff has intensified and management and communication responsibilities have been delegated to the project staff. Currently, the strategic plan is still under development. There are more strategic consolidations in proposal development with the Head Quarter. The running projects are in line with the main goal and targets set by the global office.

In terms of staff turnover, one senior person who was with the organization for a long time has left the organization since the baseline but a HR consultant has been hired. Having the HR consultant is led to changes in the staff's working contracts, that affect staff motivation: key personnel is now working as permanent staff; salary and benefits are reviewed and adjusted; and the internal human resources policy is in line with the Indonesian labor law. A good working environment, opportunities for training and internal motivation have also contributed to staff being highly motivated to work with WII, but on the whole there is not much change since the baseline.

WII has technical and academically skilled staff with appropriate educational background and general skills (English language, administration, projects, multitasking). There are opportunities to attend formal and informal training – informal training occurs when staffs exchange knowledge during joined projects with other organization and university; whilst there is also formal ad hoc training.

Some projects are close to end in 2015 which will affect the organization finance. However, there are some strategic efforts in the Head Quarter, supported with the good reputation in program implementation, and the organization expects to get some funding in the next years. In term of funding procedures there is no much change since the baseline. The organization still has no clear funding procedures. However it does not affect the ability of WII to get new funds.

Score: from 3.4 to 4.2 (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, organizational).

At the project level, monitoring and evaluation (M&E) is done systematically and on time. All WII projects have a log frame which has been agreed upon with the funders. The result of the log frame analysis is monitored and evaluated in a midterm evaluation by a consultant hired by the funder. So far, M&E is done well at the project level, as well as at the organization level. Even though they realize the importance of M&E for reasons of transparency, efficiency, cost effectiveness, and learning and improvement. There are still need to have a more comprehensive M&E system that incorporates organizational performance and carries out M&E more systematically.

Score: from 3 to 4 (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.

Up to now, the M&E is conducted in organizational and project level. In the organizational level M&E is conducted to measure the output of the implementation of finance, administration and services. It is done by the management (Program Director, Program Manager, and Finance Manager and they sometimes assisted by other staff based on their expertise). While, in the project level, the M&E measures the output and outcomes and done by Program Manager.

In addition to the internal M&E, the organization has hired the independent consultant to conduct the M&E for both organizational and project level annually. It measures the output, outcome and impact of the both domains. The similar M&E has also conducted by Project Manager of Wetlands International.

There is no staff particularly trained on M&E. Nonetheless, some staff members do understand the basics of M&E. There is still a need to increase the staff capacity in this area. M&E at the project level runs smoothly but at the organizational level there is still room for improvement. In some cases, WII is employed by other International NGOs (i.e. Oxfam, Novib, IUCN NL) to evaluate and monitor their projects in Indonesia. In particular cases, WII staff is employed to perform M&E duties abroad, for example in Thailand.

Score: from 3 to 3.5 (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.

The organization staff is actively involved in the M&E process of the implemented projects but has not been able to apply it at the organizational level within particular structure and schedule. M&E at the outcome level is done by the consultant hired by the funder, for example during the midterm review. Output and impact measurement at organizational level is still missing.

Score: from 3 to 3.5 (slight improvement)

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

Compared to 2012, the learning process is better developed and accommodated at the project level. Staff is fully involved in the meetings during which critical reports towards the current project status and also proposals for further improvements are discussed. These opportunities are used appropriately by the staff and have impact on the implementation of projects.

Score: from 3 to 4 (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 staffs have more freedom to express their ideas in the project level. There is more room for the staff and management to communicate, mainly dealing with project implementation. Though in the organization level, there is no formal forum to share the ideas. Another factor is the seniority which is not applied to those three managerial staffs. In other words, staff has more equal opportunity to share and express their ideas. Generally the working atmosphere within the organization is good.

Score: from 3 to 4 (improvement)
2.6. System for tracking environment: 'The organization has a system for being in touch with general trends and developments in its operating environment'
This is about whether the SPO knows what is happening in its environment and whether it will affect the organization.

In terms of system for tracking environment, WII has a considerable improvement. During this period (2012-2014), WII highly put any possible efforts to develop good networking on the integration of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. Partnerships have also been built with various relevant stakeholders, including land lords, enabling better environment for the introduction and implementation of the proposed programme. Continued efforts on communication and consultation with relevant local government institutions have resulted into good progress on the development of village regulation and establishment of Village level Disaster Response Team.

The specific achievement were: 1) The Bio-Rights approach has been fully implemented to all Community Group in 8 villages of Ende and Sikka, and Serang, Banten; 2) The early success of Bio-Rights approach has been more visible, both restoration and livelihood activities; 3) Better atmosphere for integration of the three PfR working pillars (CCA-DRR-EMR) on Wetlands International works as well as more coordinated communication among Partners with local government. As previously described PfR is an Alliance to increase people's resilience against (climate related) disasters via ecosystem restoration and management; 3) The successful advocacy efforts on Sikka District regulation on mangrove protection has been shared during various national and international meetings; 4) Additional supports for community group from local government and private sector through CSR programme; 5) Introduction of Climate Change Adaptation scenarios at community level (including re-introduction of Sorghum as staple for communities in NTT and provision of clean water facility in Banten); 6) Better working and planning coordination and alignment with all Partners; 7) Early result on the development of village regulation and establishment of Village Disaster Preparedness Team.

Score: from 3 to 4 (improvement)

2.7.Stakeholder responsiveness: 'The organization is open and responsive to their stakeholders and the general public'
This is about what mechanisms the SPO has to get input from its stakeholders, and what they do with that input.

WII is well respected by its partners, which is proven by the increased efforts to be involved in a number of local, national and international initiatives. Before beginning projects, they begin with quick assessments on the ecosystem, the beneficiaries, and the local leaders in the planned activities through dialogs with local communities and governments. They participate in dialogues with the multi-sectoral government regarding planning, which allows them to exchange information and provide feedback. Their operation in Indonesia is established in a Memorandum of Understanding with Ministry of Forestry. However, means to reach out to the community remain limited.

Score: from 3 to 3.5 (slight improvement)

Summary of Capability to adapt and self-renew
Overall the M&E is conducted in organizational that is done by the Management and project level which is done by Program Manager. In addition that internal M&E also supported by independent consultant and Project Manager of Wetlands International. In term of process all the staff are involved

an interactive discussion and encouraged for self reflection. The staffs have more freedom to express their ideas equally in many organizational forum including in policy making process. In addition, there is more room for the staff and management to communicate, mainly dealing with project implementation.

Regarding system for tracking environment, WII has a considerable improvement. During this period (2012-2014), WII highly put any possible efforts to develop good networking on the integration of Climate Change Adaptation, Disaster Risk Reduction and Ecosystem Restoration and Management. Partnerships have also been built with various relevant stakeholders, including land lords, enabling better environment for the introduction and implementation of the proposed program. Continued efforts on communication and consultation with relevant local government institutions have resulted into good progress on the development of village regulation and establishment of Village level Disaster Response Team.

WII is well respected by its partners, which is proven by the increased efforts to be involved in a number of local, national and international initiatives. Before, during, and after project implementations, the organization always communicates intensively and extensively with their stakeholders to ensure their relevance with stake holders' need.

Score: from 3.0 to 3.8 (improvement)

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

There are still clear plans, including log frames, outline, agreement, and examination. Projects run based on operational work plans and budgets. Operational plans are used as guidelines to implement the daily activities together with M&E schedule and report writing. Operational planning at the project level functions as the reference to maximize outputs. Log frames for each project have been arranged and implemented at the Bogor office and in the field. WII is well known for having good performance in implementing and conducting the log frame at the project level which is acknowledged by both partners and donors.

Score: from 4 to 4.5 (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.

WII is aware of the needs to work effectively using the resources related to the budget. An effective and efficient working habit in making the best of time and staff capacity is WII's strengths. They have a time writing system, and staff frequently works on more than one project at once to optimize their work schedules. Some staff members indicated that they have worked effectively and efficiently, whereas some other staff members stated that the lack of strategic management leads to an inefficient "*fire fighting*" approach – program manager will take over the works when crisis happen such as the project has not reach the target while the deadline is already approaching, having to attend to ad-hoc issues.

Score: from 3.5 to 4 (slight 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.

WII has a strong and good reputation in providing satisfying results in accordance to the agreement with funders and partners. Particularly the clear project plans and skilled staffs are appreciated in this regard. If any changes in the external environment arise that may impact the project result, the organization will discuss a change in the plan and the time with the donors. So far there have not been any complaints made to WII dealing with these agreements.

Score: from 4 to 4 (no change)

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

Field projects are determined based on thorough assessment of the needs and perspectives of local communities and stakeholders. The organization’s approach ensures that there is involvement and active ownership within the community. WII has an internal policy to require the field staff to stay at the project location so they can work efficiently and integrate the ideas within the community. Through structured monitoring and evaluation practices, WII verified that the community and stakeholders’ needs is fulfilled trough the intensive participatory meeting between WII and stakeholders that conducted regularly before, during and after project implemented.

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 is not much change but the efficiency is more strictly applied since 2012. WII is able to develop budgets based on the high quality results which enable them to stay within the confines of the allocated budget. WII is also able to prevent idle time by counting of the operational cost and arrange payroll. One of the strategies is to employ people in several projects at one time. Payroll is done by monthly fixed salary mechanism instead of by project mechanism. Besides that, the organization’s planning system supports efficient work. Efficiency is monitored by the project coordinator/project manager or by a consultant hired by the funder. It is not clear whether the measurement of efficiency is conducted by specifically linking the related outputs and inputs.

Score: from 3 to 3.5 (slight improvement)

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

This organization still considers quality as the highest priority when implementing their projects. In a number of small cases where the financial needs exceeded the proposal, the organization would disregard efficiency and use the organization’s overhead money to cover the budget gap and maintain the quality of the result. Formally, there is no system to measure the quality and efficiency of the result but WII has so far continued to satisfy the donors’ expectations so that they have very good reputation. More than that, WII then become one of the role model organization for others organization on Wetland International link.

Score: from 3 to 4.5 (considerable improvement)

Summary of Capability to deliver on development objectives
WII has a systematic way of delivering results through clear plans, log frames, outlines, agreements and continuous re-examination. Projects run based on operational work plans and budgets. WII has a strong and good reputation in providing satisfying results in accordance to the agreement with funders and partners. Particularly the clear project plans and skilled staff play an important role in this. By having field staff to stay in the project locations, the organization ensures that there is involvement and active ownership within the community, which assists WII in ensuring that project activities meet the needs of the communities. Although there is no formal system to measure efficiency and quality,

WII is able to deliver high quality results within the given budget or even with additional budget from the organization were needed. WII is known with donors for delivering high-quality results and using resources cost effectively.

Score: from 3.4 to 4 (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.

After 2012, WII has been more involved in a number of activities initiated by the government and other institutions. The involvement of stakeholders occurs in the collaboration with the government institutions. The Ministry of Forestry, National Mangrove Working Group, Ministry of Environment, Ministry of Marine and Fishery, National Planning Agency, National Council of Climate Change, National Disaster Management Agency, Community Disaster Management Indonesia, have been some of the parties that WII has engaged with since the baseline. WII closely considers the needs of their stakeholders, including different ministries, NGOs and communities involved in the development of policy (as for example was the case in Aceh after the tsunami). Besides that, as previously explained that WII has greater networking also at global level.

Wetlands International has worked closely with Red Cross, Cordaid, Red Cross Climate Centre and CARE to implement a range of activities in Asia, Latin America and Africa to increase people's resilience against (climate related) disasters via ecosystem restoration and management. They named the Alliance by PfR (Partners for Resilience) which was WII joined in. That networking has given a big influence in developing WII’s policies and strategies. WII want to always update their policies and strategies not only in line with the needs on the field but also with the PfR’s trend.

Score: from 3.5 to 4.5 (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.

In general, the condition has slightly improved from 2012. There has been an increase in invitations from parties in WII’s network to become partners with WII. The organization has focused on developing their network and cooperation with other organizations (government and non-government) with similar areas of work, including: forest mapping, carbon sequestration, conservation and restoration of wetlands and other environmental issues. Nearly all projects are implemented through cooperation with other organizations. WII supports the establishment of community based organizations and invests in their capacity development.

WII is an active member of the National Committee of Wetlands Ecosystem Management (chaired by the Directorate General of Forest Protection and Nature Conservation (PHKA), the Ministry of Forestry). Through their membership, WII aids in the improvement of Strategic Planning and Action for National Wetlands. Furthermore, WII acts as the secretary of the National Mangrove Working Group which provides input and directions in arranging coastal (particularly mangrove) areas. WII also actively helps the Ministry of Internal Affairs and other ministries in the establishment of National Stratgies and Action Plan for Peatlands Management and distributes the documents into all regencies with peat lands. WII is also a member of the Regional Mangrove Working Group in Sikka (NTT) and Serang (Banten). In addition, Wetlands International Indonesia is also the chair of National Secretariat on Partnership on Migratory Bird Management. The operation in Indonesia is established through a Memorandum of Understanding with Ministry of Forestry.

Score: from 4 to 4.5 (slight improvement)

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.

Generally, there is still a good relationship between WII and local communities similar to the baseline situation. Local communities and the other stakeholders are still always involved in the arrangement and initiative implementation in the field. WII works directly with the communities by establishing community based organizations. The intensity and effectiveness of the communication has increased due to the increasing number of facilitators that stay with the community to obtain high involvement from the targeted community. WII also has monthly visits to the field in order to monitor the targeted communities. Generally, the organization is focused on long term projects in one area, not in a particular village or community.

Score: from 4 to 4.5 (slight improvement)

4.4.Relationships within organization: 'Organizational structure and culture facilitates open internal contacts, communication, and decision-making'
How does 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 communication with the field staff still runs well which greatly supports the success of the programs. Field staff is sometimes invited to attend meetings at the head office of WII in Bogor. Conversely, management staffs sometimes also visit project locations to meet with field staff. At the program or organization level, there is an exchange of limited information via e-mail or phone calls. Remote field project locations sometimes do not allow connecting through these means.

Score: from 3 to 3.5 (slight improvement)

Summary of Capability to relate
WII closely considers the needs of their stakeholders, including different ministries, NGOs and communities in the development of policy. WII has been involved in the activities initiated by the different ministries, and is part of the different national and local networks. WII developed cooperation with other organizations (government and non-government) which have the same concerns: forest mapping, carbon sequestration, conservation and restoration of wetlands and other environmental issues. WII works directly with the communities by establishing community based organization and by having project staff that live in the project areas so that issues are well known to the project staff, and can be acted upon.

Score: from 3.6 to 4.2 (slight improvement)

Capability to achieve coherence
5.1.Revisiting vision, mission: 'Vision, mission and strategies regularly discussed in the organization'
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.

In 2013, Wetlands International changed the organizational vision. The vision and mission are described at global level through the representatives in all offices once every five years. In addition to this, annual meetings are held to discuss and determine priority strategies. However, the strategies are not always well adapted into specific strategies for Indonesia. The improvement of strategic planning is still under development. Staff members are informed about the vision and mission but not actively involved in their development. The change in the global vision has stimulated the staff to adapt to a new way to working based on this new vision.

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 is a slight improvement in the availability of operational guidelines at the organizational level. There are some new operational procedures related to finance and HRM which have been adopted by the management since the baseline. However, not all the staff members agree to those particular procedures. WII has had financial guidelines and HRM since 1987 which have been renewed last October (2014) and are still under development.

Score: from 3 to 3.5 (slight improvement)

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

Staff agrees that program implementations are in line with the vision and mission of WII, which is the same as the vision and mission of WI. This positive condition is still sustained to this day. It can be reached because of WII very strict to refer their vision, mission, strategies, and log frame when they developed programs and activities.

Score: from 3.5 to 4 (slight improvement)

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.

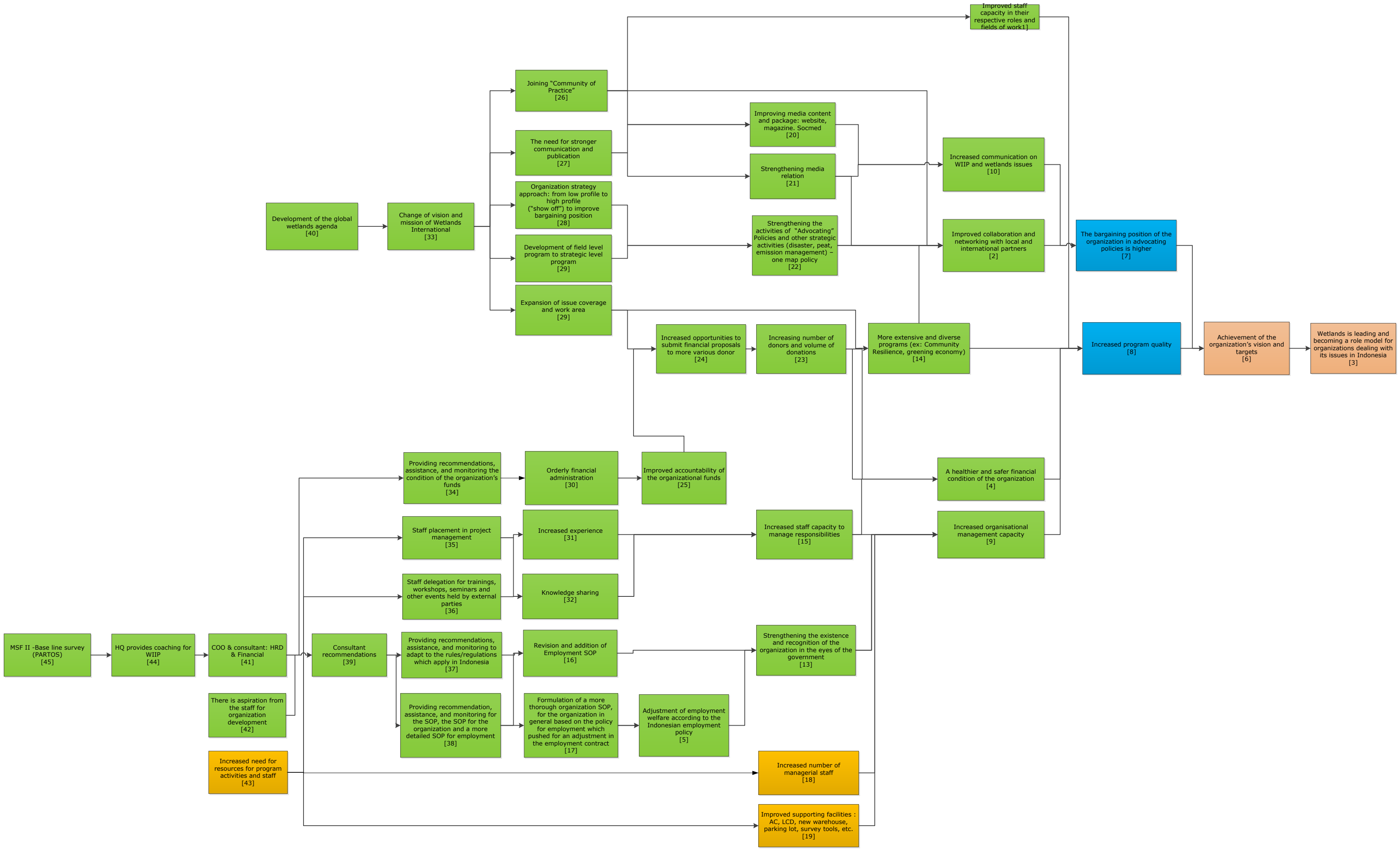
There is a better and more productive relationship between the various projects. This is an improvement. This can be achieved due to cross-project coordination is getting better. Sharing knowledge is not only done through meetings, but also through a variety of media, especially the Internet: organization server, email, dropbox, etc. It makes coordination easier and cheaper (efficient). In addition, there are also cross-cutting stakeholders between the various projects. It is good because it can mutually support each other.

Score: from 2.5 to 3.5 (considerable improvement)

Summary of Capability to achieve coherence
WII operates in a playing field of many competing interests and needs which makes coherence a challenging task. For example, vision and mission have been changed at the international level which has profound impact on the work activities in Indonesia, since the strategies need to be contextualized to the Indonesian context. Staff is not actively involved in the revision of the International vision and mission. In other term, overall staff members agree however that program implementation is in line with the set vision and mission also there is a better and more productive relationship between the various projects.

Score: from 3 to 3.6 (slight improvement)

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



Narrative of Wetlands International Indonesia Program Causal Map

The evaluation team carried out an end line assessment at Wetlands International Indonesia (WII) from 2 to 3 July 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in September 2012 (such as vision, mission, strategies, clients, partnerships). This was the basis for discussing changes that had happened to the organisation since the baseline. The main changes that happened in the organisation since the baseline, as identified by the staff during the end line workshop were:

1. Improved staff capacity in their respective roles and fields of work [1]
2. Increased communication on WII and wetlands issues [10]
3. Improved collaboration and networking with local and international partners [2]
4. A healthier and safer financial condition of the organization[4]
5. Increased organizational management capacity [9]

These changes have helped the organization to improve the quality of the programs [8] and thereby contributed to reaching the organization's vision and targets [6]. According to WIP staff, they expect that this contributes to WII to become a leading organization and a role model for organizations dealing with wetlands and climate change issues in Indonesia.

Each of the five organizational capacity changes is further described below. The numbers in the narrative correspond to the numbers in the visual.

Improved staff capacity in their respective roles and fields of work [1]

Staff present at the end line workshop indicated that staff capacities in the respective roles and fields of work have improved since the baseline in 2012. They indicated that this is mainly the result of joining the "community of practice"[26]. This is an international community developed by Wetlands International whose members are individuals with similar focus (wetlands – climate change issues). Their activities include: face to face meetings and regular webinars; huddle (joint data sharing mechanism), the access and maintenance of a virtual library. Through their involvement in this community, WII greatly benefited in both the development of individual staff competences. Joining the "community of practice" initiative was the result of the change of vision and mission of wetlands international [33], which in turn was influenced by the global development agenda for wetlands [41].

Improved communication about WII and wetlands issues [10]

More and higher quality news items about WII's activities was spread by distributing improved media content and packages through social media [20] and stronger ties with traditional media relations [21]. Better information could be provided through the cooperation in the "community of practice" initiative [26], but was driven by the need for stronger communication and publication [27]. Similarly, the strengthening of relations to traditional media was the result of this need [27]. The need for stronger communication was the direct result of the change of vision and mission at Wetlands International [33]. This change entitled to become more high-profile and visible in media, as well making the issues of wetlands more related to human needs.

The bargaining position of Wetlands International Indonesia increased due to an increase of spreading news about Wetlands International Indonesia and the issues dealt with [10] and expanding the network of stakeholders that the organization deals with [11] to include government, local communities, the private sector, civil society and the scientific community.

Increased collaboration in networking with local and international partners [2]

Since the baseline in 2012 WII has expanded its network and collaborating with a wide range of partners, both locally as well as internationally. This includes government, local communities, the private sector, civil society, the scientific community and organizations similar to WII internationally.

The expansion of WII's stakeholder network resulted from joining the international community of practice [26], better ties to the media [21], an overall strengthening of "advocating" policies related to not just wetlands [22] and having more extensive and diverse programs [14]. The overall strengthening of 'advocating' policies [22] related to not just wetlands, but also related areas like disasters, peat and emission management [22]. One of the WII contribution is the development of Indonesia's one map policy led by Indonesia's Geo-spatial Information Agency (BIG). One map policy is an integrated policy on the map production and utilization in Indonesia which covers all wetlands maps, including peat and mangroves. This in turn was enabled by the organizations approach to move its strategy and image from low profile to high profile ("show off") [28] and the development of field level activities to more strategic level program activities [29]. Both developments fit in with the new vision and mission of Wetlands International [33].

WII formulated more extensive and diverse programs [14]. These included for instance community resilience programs or green economy development initiatives. With this a greater amount of new stakeholders was reached. The move to these broader program initiatives was on the one hand related to the expansion of the issue coverage and work area [29] as projected in the new vision and mission of the organization [33], but also driven by an increasing number of donors and volume of donations, that resulted from increased opportunities to submit proposals to a wide range of donors [24], which was related to covering more issues and a wider work area [24]. This was in line with the new vision and mission of Wetlands International [33]. WII submitted more proposals to donors because WII has improved the accountability of the funds [25], which greatly increased confidence amongst potential donors for successful application of their funds. This improved accountability was due to having a more orderly financial administration in place [30]. Overall the greater accountability came about from an orderly financial administration of the organization's activities [30], as could be seen in the improved financial reports. This was largely due to the close monitoring of the organization's activities and funds, and the recommendations and assistance given by the Chief of Organization Officer (COO) of Wetland International (WI) Head Quarter (HQ) with an independent financial and HR consultant as recommended by WI HQ[41]. This was the result of getting coaching from headquarters [44]. After findings from the MFS II baseline in 2012 financial issues became clear [45]. Furthermore, WII staff wanted the organization to develop [42] which supported the organization to improve upon their financial administration.

A healthier and safer financial condition of the organization [4]

WII has become a healthier and safer organization in financial terms [4]. This was largely enabled by the increasing number and amount of donations [23], which is explained above. It is also related to increased staff capacity to manage responsibilities [15]. This is further explained below.

Increased organizational management capacity [9]

Finally, WII staff indicated that there was an overall increase in organizational management capacity [9]. Four factors affected this increase:

1. Increased staff capacity to manage responsibilities [15]
2. Strengthening the existence and recognition of the organization in the eyes of the government [13]
3. An increase in the number of managerial staff [18]
4. Improved supporting facilities [19]

First, overall staff capacity to manage their activities and responsibilities [15] increased as a result of greater experience [31] and through knowledge sharing amongst colleagues [32]. Both were enabled by better staff placement in project management [35]. Moreover, staff management capacity increased due to additional training and capacity development events for staff members [36]. The consultant that was hired by WII as follow up of the MFS II baseline for the Alliance, provided recommendations to enhance staff management capacity [39].

The other reason for increased organizational management capacity [9] was that WII's recognition and image was strengthened in the eyes of the government [13]. This was due to the revision and addition of employment standard operating procedures (SOPs) to conform better to Indonesian law and regulations [16]. The drafting of these SOPs was the immediate result of a proactive stance to comply and adapt to Indonesian law and regulation in terms of human resources management and benefits [37]. All of these decisions were based on recommendations [37] made by an external consultant in the period between 2012 and 2014 [39] in an effort to evaluate organizational development of finances and human resources development [41] based on coaching and recommendations from Wetlands International HQ [44] after having reviewed the 5C baseline evaluation results by MFS II in 2012 [45].

Strengthening the recognition and image in the eyes of the government was also due to adjustment of the employment welfare according to the Indonesian employment policy [5]. As mentioned earlier, WII made a proactive case to comply and adjust to the employment welfare laws and regulations of Indonesia. This adjustment was sustained and successfully implemented [5] through the formulation of organization specific standard operating procedures [17] and based on specific recommendations [38] for having a more specific SPO for employment. This was suggested by the consultant is hired to improve management capacity, including finance, administration, human resources and other SPO related to its [39].

Thirdly, the number of managerial staff increased, providing additional resources and capacity for the management of the organization [18], due to an increasing need for resources for program activities and its' staff [43].

Fourthly, improved supporting facilities in the form of a new warehouse, parking lot, survey tools and supporting office materials [18] enabled an environment to manage operations in a more professional and efficient manner. This too, was based on a greater need for resources that matched the new ambitions and program activities of WII.

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