Endline report – Indonesia, Rifka Annisa
MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

Cecile Kusters[1]

Martijn Wieriks[2]

Bekti Dwi Andari[3]

Novina Suprobo[3]

Widya Priyahita[3]

Rumenta R. Sihombing[3]

Seto W. Rokhmatulloh[3]

Ita Rosita[3]

1 Centre for Development Innovation, Wageningen UR

2 SEPAM Consultants Indonesia

3 SurveyMeter

Centre for Development Innovation

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This report presents the findings of the endline of the evaluation of the organisational capacity component of the MFS II country evaluations. The focus of this report is Indonesia, Rifka Annisa. 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
Causal map	Map with cause-effect relationships. See also 'detailed causal map'.
Causal mechanisms	The combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome
CDI	Centre for Development Innovation, Wageningen University & Research centre
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).
GBV	Gender Based Violence
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MoFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
PRA	Priority Result Area
Process tracing	Theory-based approach to trace causal mechanisms
RA	Rifka Annisa
SOP	Standard Operating Procedure
SPO	Southern Partner Organisation
SRHR	Sexual and Reproductive Health and Rights
SSI	Semi-structured Interview
ToC	Theory of Change
ToT	Trainers of Trainers
Wageningen UR	Wageningen University & Research centre

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: Rifka Annisa 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, Rifka Annisa has seen an improvement in the capability to act and commit. The relation between upper management and staff has improved, with considerable improvements in strategic guidance and responsive leadership as a result. Staff turnover has improved and been reduced as a result of more focus on capacity building activities, which also led to greater staff skills. Employment benefits increased, whilst funding sources improved very slightly with the adoption of business programs to generate income and become less dependent of donors and more self-sufficient. The capability to adapt and self renew has improved overall. M&E tools have been developed and consistently applied, although Rifka Annisa still needs to step further building an effective MIS, database and knowledge management system. Rifka Annisa is also more aware of its surroundings through increased public discussions and knowledge sharing. The capability to deliver on development objectives has improved through more efficient operations and timely delivery of planned outputs. The capability to relate has also improved. This was achieved through various new relations to authorities and stakeholders at all levels of government. Engagement with target groups through the application of social media has aided in reaching out to new beneficiaries. In the capability to achieve coherence, operational guidelines have slightly improved as they are laid down in standard operational procedures (SOPs), for example in a finance manual and a method for setting up a referral system to other organizations.

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 Rifka Annisa's staff: staff being more productive and involved in the organization's decision-making; greater motivation for staff to get promoted; staff being motivated to improve their facilitation skills; improved quality of monitoring and evaluation and a stronger partnership with local authorities in form of a signed MoU.

According to the SPO staff, these changes can partly be attributed to MFS II funded capacity development interventions, in particular in relation to improved monitoring and evaluation in the organization. This specifically refers to the MFS II funded capacity development intervention training on M&E and more particularly the development of M&E tools. The development of these tools was an MFS II funded capacity development intervention by Rutgers WPF, and can be attributed to the Donor requirement to adopt Results Based Management in program implementation. Furthermore, specific issues that required organizational development, were found in an MFS II funded organizational capacity scan that has led to some changes in the way staff performs. However, this has also been affected by other developments such as a major change in leadership as well as a greater focus on facilitation skills.

2 General Information about the SPO – Rifka Annisa

2.1 General information about the Southern Partner Organisation (SPO)

Country	Indonesia
Consortium	SRHR Alliance
Responsible Dutch NGO	Rutgers WPF
Southern partner organisation	Rifka Annisa

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
Gender-Based-Violence (GBV) is a crucial issue in the context of developing gender justice society in Indonesia. In Indonesia's multicultural society, gender based violence is tolerated and permitted across cultures and regions due to patriarchy that manifests in cultural and religious beliefs and practices. Prior to 2000, there was inadequate statistical data available that indicated GBV prevalence in Indonesia, because GBV is regarded as a personal and domestic issue. In addition, there was a lack of government's concern with regard to this issue. The data on GBV cases is gathered by non-governmental-organizations (NGOs) working on violence against women. For example, Rifka Annisa and LRC-KJHAM[1] documented GBV cases since 1994 based on reports from various resources (clients, newspapers, hotline service etc) (Hidayat et.al. 2009). National Commission on Violence against Women (*Komnas Perempuan*) initiated annual report and documentation on GBV since 2000[2].

During the period of 2000 to 2011, there was an increasing trend of the number of female victims. Particularly, between 2009-2011, there were more than 100.000 reported cases per year. The real number of GBV cases is expected to be higher than the official data (Komnas Perempuan, 2012, Hayati et.al. 2011). As the trends of GBV, in fact do not disclose the real conditions of GBV-practices in the society. Lack of autonomy and assertiveness among Indonesian women, particularly, those who live in rural areas, hinders then to report the case to state apparatuses or bringing the case into public. Moreover, since communities regard GBV as a personal issue, revealing the case often leads to stigmatizing the female victims as a disgrace to the family. However, the trend of GBV prevalence could also be regarded as a positive sign of an increasing number of women having the courage to report their cases.

[1] Both NGOs are selected for the MFSII Indonesia MDG Evaluation
[2] Indonesian government established the National Commission on Violence against Women through releseased Presidential Decree No. 181/1998.

According to Komnas Perempuan's annual record on GBV, in 2011, there were 119.107 female victims of GBV. The 2011's rating was 13.2% higher compared to the data of 2010[3]. A ranking of the study provinces has been made and the following provinces show the highest rates of GBV: Central Java (25.628 women victim), East Java (24.555 women), West Java (17.720), DKI Jakarta (11.286), and North Sumatra (8277). The number of female victims in Yogyakarta, target area of Rifka Annisa, was 4154. West Papua and Riau Islands were not included in the study as there were no reports of GBV in these areas. This does not necessarily mean that no GBV took place in these areas, more likely is that no one reported a case to official institutions.

In Indonesia, GBV is classified into three (3) categories. The categorization is based on the domain where the GBV takes place: domestic/family domain (including violence against wife, violence against children, dating violence), community/public domain (including sexual violence or harassment in the work place, sexual violence and harassment in public transportation etc), and state domain (discrimination and sexual harassment in public services, sexual violence in prison). Based on those categories, in 2011, domestic violence ranked as the highest compared to other types of violence. The ranking is based on the percentage of female victims of domestic violence i.e. 95.61% out of the total of GBV cases (Komnas Perempuan, 2012:11). The percentage of female victims of GBV in community/public domain was 4.35%, and the rest took place in the state domain. This trend is apparent is all Indonesian provinces (Komnas perempuan, 2012:14). The record of Komnas Perempuan confirmed by the report documented by Rifka Annisa and LRC-KJHAM (Hayati et.al. 2011; Hidayat et.al., 2009, LRC-KJHAM, 2012).

The ranges of types of violence in domestic domain are psychological violence (most common), economic violence, physical violence, and sexual violence. While in the community domain, the types of violence include sexual violence (most common), physical violence, psychological violence, trafficking (the number is significant in Central Java) and rape. With regard to the characteristics of female victims of GBV, the majority is aged between 25-40 years, and tends to be spouses (non working spouses), students, and workers (Komnas Perempuan, 2012). There is also indication that the number of female victims of GBV with a higher educational background is increasing (Hayati et.al. 2011; LRC-KJHAM, 2012). The perpetrators are usually relatives or others with whom she has a close relationship (Hidayat et.al, 2009).

Impacts of Gender Based Violence: multi-faceted and multi-dimensional

The impacts of GBV are multi-faceted and multi-dimensional. First, victims need to deal with the physical and psychological impact of their experiences. Victims of GBV typically experience organ dysfunction, metabolism disorder and injuries as well as psychological traumas and subsequently fear, stress, strain, lost of confidence, and mental disturbance. Second, the (financial) costs of openly admitting to be a victim and/or pursuing legal steps, are very high. Case studies show that married women end-up in a difficult financial situations because the ex-husband usually rejects to financially provide for the living cost of their children and his former spouse. Students and employed women, in particular when pursuing a legal procedure, are often faced with the fact that they cannot continue their study or lose their job, thereby losing their perspectives for a good future. The state has no funds available to help these women in their financial setback when trying to overcome the situation. GBV also influences the social position of female victims. They are labeled and stigmatized as the cause of the GBV (for example because they are not loyal to the husband, they dress improperly etc.), thereby victimizing them again.[4]

Policy and Regulation in Tackling GBV

The Indonesian Government implemented legislation with respect to Gender Equality with the ratification of CEDAW in the Law no. 7/1984 and the Presidential Instruction No. 9/2000 concerning Gender Mainstreaming. All legal products related to gender in Indonesia refers to those policies including the Law no. 23/2004 about Elimination of Domestic Violence. Following the Law on Elimination of Domestic Violence there are the Law No.21/2007 concerning anti human trafficking,

[3] Komnas perempuan compiled the record from its local partners(299 organizations), religious courts, and owmen and child service unit in police departmen and other institutions (Komnas Perempuan, 2012:9).

[4] Komnas perempuan, 2011; Rifka Annisa, 2011, Hidayat et.al., 2009

Indonesian Police Regulation No. 3/2008 about service unit for women and children in district/city police office, Ministerial Regulation No.1/2010 about budget allocation in the national and local government for shelter or crisis centre for women and children victim of GBV, and Ministry of Women Empowerment Regulation No. 1/2010 on Minimum service standard for GBV's victims service centre.

At the regional level, there are also some local government regulations regarding GBV (such as Gubernatorial Decree No. 6/2004 issued in North Sumatra province). The above regulations are also supported by services provided by both (different levels of) state and NGOs. According to Komnas Perempuan's fact sheet, in 2011, there are 395 institutions (organized by both government and non government) that provide services to female and child victims of GBV across 33 provinces in Indonesia (Komnas Perempuan, 2012).

To conclude, the government provided integrated and comprehensive regulations with respect to GBV. However, there is still a gap between the regulation and the implementation due to low level of law enforcement by the state apparatuses. In addition, the lack of gender perspectives among legal personnel should be improved as well.

2.3 Contracting details

When did cooperation with this partner start: 2003.

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

Did cooperation with this partner end: No

If yes, when did it finish: Not applicable

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

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

2.4 Background to the Southern Partner Organisation

History

Rifka Annisa, meaning "Friends of Women", was founded in 1993 and is based in Yogyakarta. Rifka Annisa was initiated by Suwarni Angesti Rahayu, Sri Kusyuniati, Latifah Iskandar, Desti Murdijana and Sitoresmi Prabuningrat. Initially Rifka Annisa operated solely as a crisis and councelling center centre. [5] In 1995 Rifka Annisa started to broaden her activities and increasing their influence in the community by for example writing for a column in a local newspaper. Rifka Annisa also developed the unique perspective that man should be included in their programs, which was very uncommon practice at that time in Indonesia. In 1997, to decrease the gap between government institutions and NGOs working in the field of GBV, Rifka Annisa started to collaborate with regional police (women's and children protection division) and hospitals (victim services). The collaboration aimed to earlier detect and provide adequate services on different levels (medical care, legal aid and counseling). In the same year, Rifka Annisa developed a family approach for their domestic violence - counseling services whereby the husband and possibly the children are included in the counseling sessions. In the following years Rifka Annisa continued to develop their network with community and governmental organizations which leads to the implementation of an integrated service mechanism for female victims of GBV by the local government in the Yogyakarta region in 2005. Because of their effective programs and community influence it becomes easier for Rifka Annisa to attract funds and thus the organization and their activities can expand.

In 2013, Rifka Annisa worked with some priority issues, namely :

1. Involving men in eliminating violence against women , justice and gender equality;

[5] Rifka Annisa, (No year), Kenschets Rifka Annisa - Profil Lembaga Rifka Annisa

2. Integration UUPKDRT (domestic violence law) and Child Protection Law in the system of religious courts.
3. Trafficking and sexual violence

To optimize the program and achieving goals of all issues, Rifka Annisa has been supported by some agencies, namely :

- Rutgers WPF : Men Care + Engaging men in 4 Country Inisiatif dan Men Making Difference in Stopping Violence Againt Women
- UNTF : Establishing integrated response for survivor of Violence through Integration Domestic Violence Eradication Act into Syariah Law in Indonesia
- OXFAM : Strengthening Alliancebof New Men (LLB) Movement for Justice and Gender equality and Eliminate Violence Againt Women
- Up lift International : Gender Responsif Budgeting foe Women Health
- Awo International : Baseline untuk persiapan program "School-Based Prevention towards Trafficking and Sexual Violence against Children in the Regency of Gunung Kidul Yogyakarta October 2013 – December 2014"
- UN WOMEN : Qualitatif Household survey on Violence Againt Women and Masculinities in three areas in Indonesia (Jakarta, Rural Java, and Papua)

Some programs run, have wedge issues mutually reinforcing each other . This is very important in order to accelerate the achievement of the program , build synergy among the issues and stakeholders in the various regions in Indonesia .[6]

Rifka Annisa has been very serious in improving their staff's capacity as wellas in delivering service for their clients. Activities have been conducted during 2012 and it showed their commitment and dedication. Capacity development which has been supported by MFS II as well as the changes, are as follows :

1. Counseling for women as victims of violence.
2. The provision of safe shelters.
3. Support Group service for the victims of violence.
4. Counseling service for male perpetrators.
5. Case conference
6. Capacity building on trauma healing for counselor
7. Monitoring tools for clients empowerment
8. Couples counseling
9. Community capacity building. It is aimed at increasing knowledge of the community in relation to violence against women and mechanisms of prevention and treatment .[7]

Since 2012 Rifka Annisa has documented five main significant changes as follows :

1. Change of leadership : improved leadership quality
2. Change of Remuneration system and staff's evaluation mechanism :Improved HR system and mechanism
3. Change of ME quality: the use of baseline in the program and developing new ME tools
4. Change of staff's capacity: facilitation skill has improved
5. Change of Organization's networking quality and quantity : MOU [8]

Vision

Rifka Annisa's vision is*: "to realize a gender just society that does not tolerate violence against women through the principles of social justice, consciousness and awareness, independence, integrity and preserve local wisdom."*[9]

[6] Annual Report Mencare. 2013
[7] Annex C, MFS II endline Evaluation, 2014.
[8] General Key Changes (Rifka Annisa), 2014.

Mission

Rifka Annisa's mission is: "*to organize women in particular and society in general to eliminate violence against women and creating gender equitable society through the empowerment of women victims of violence, including children, elderly, Lesbians, Gays, Bisexuals, Transgender and other, and increase public awareness and involvement through education and strengthening critical network."* [10]

Strategies

Rifka Annisa provides services to victims of GBV through (initiation of community-based) crisis centres, counselling to both victims and perpetrators (male groups) legal assistance and women support groups. In addition, Rifka Annisa aims to develop a strong network of health care providers, police and legal aid organizations and to improve the capacity of their partners by providing for example training programs. At the same time Rifka Annisa is strongly advocating against violence and especially violence against women through the media (film production, photo exhibition etc.). They also aim to influence local government to implement gender responsive policies. [11].

[9] Rifka Annisa, (No year), Kenschets Rifka Annisa - Profil Lembaga Rifka Annisa
[10] Rifka Annisa, (No year), Kenschets Rifka Annisa - Profil Lembaga Rifka Annisa
[11] Rifka Annisa, (No year), Kenschets Rifka Annisa - Profil Lembaga Rifka Annisa

3 Methodological approach and reflection

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 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

[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.

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

Table 1
Information about MFS II supported capacity development interventions since baseline

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
Capacity Development training on M&E	The development of more structural approach towards M&E	Tool development	2012	IDR 3.600.000

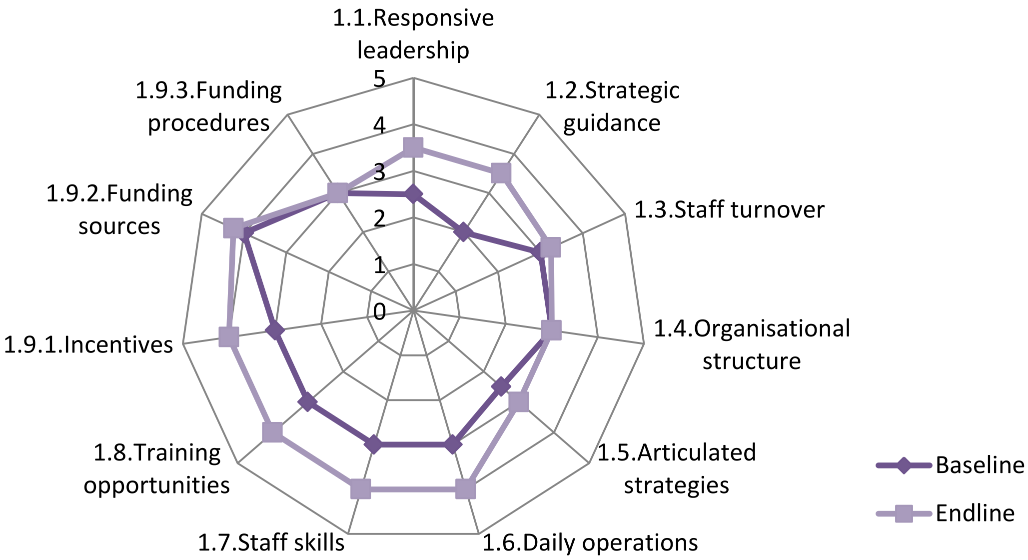
Source: 5C endline_support to capacity development sheet_SPO perspective_Indonesia_Rifka Annisa

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



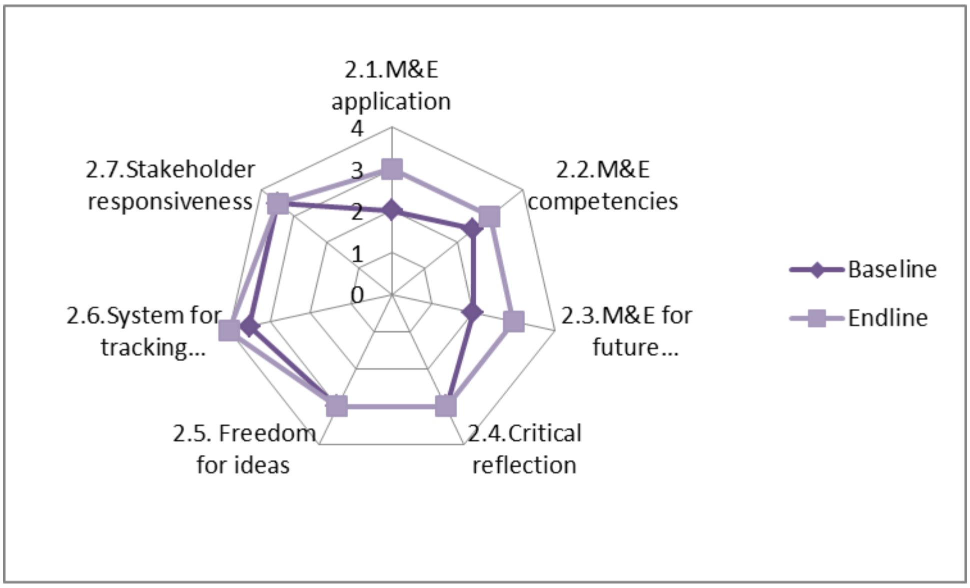
Rifka Annisa experienced changes in the leadership, both at the board level and executive level (director). The change in leadership brought a positive atmosphere to the organization dynamic of Rifka Annisa. The management of the last two years has been very active in providing operational planning directives. Annual (work) planning includes a detailed budget plan to ensure that operational activities are financed in accordance with the strategic plan. Rifka Annisa still needs to improve their Strategic Planning and complete the plan with comprehensive external risk (threats) assessment and categorize the threats into low, medium and high risks, plus possible ways to overcome those threats. The organization also needs to regularly analyse the effectivity of budget spent (Budget vs. Actual Analysis), and this duty is part of the Board's responsibility.

Rifka Annisa gained a lot of benefit from the more active participation of the board, the director, and the managers in strategic guidance and decision making mechanisms. Strategies are now based on the vision and mission, in combination with baseline recommendations and findings, as well as input from stakeholders and staff on impacts on the target group. Almost all staff had the ability to do their day to day tasks and responsibilities. Rifka Annisa had also mandated the staff to master the knowledge of gender issue. This gained through induction and continuous capacity building within the organization. The capacity building through training has also supported Rifka Annisa's staff to conduct their role and responsibility better. English training for staff was intended to improve communication and wrting skill of the staff when they have to deal with Donors. Other thematic training such as, monitoring and evaluation training, the training on LGBT issues, feminism training, and men's care training was provided for all staff, starting from the office boy, security, and managerial level. The trainings have resulted in the improvement of staff capacity to accomplish the responsibilities, such as monitoring and evaluation capacity, facilitation skill, negotiation skill, proposal development skill, program planning skill, etc.

There is a standard mechanism for financial incentives for staff and also standard evaluation mechanism to be included in the payroll system. There is also an improvement regarding the reward and punishment system since April 2014. Remuneration now considers staff education background and work performance. Rifka Annisa is involved with many donor organizations and local governments and as such have a diversity of funders. A clear funding procedure was still not in place, however, staff indicated that they have more opportunities in developing proposals to get funding from donors.

Score: from 2.9 to 3.6 (slight improvement)

Capability to adapt and self-renew



In the last two years M&E tools have been developed by the program division, and the information obtained has been used to improve and enrich existing programs. The evidence and results based M&E approach that is required by the donor encourages the staff to create programs in which information can be tracked and obtained up until the activity level.

Previously, it was director and manager who conducted evaluation, but now Rifka annisa applied a participatory evaluation. Every division evaluated other division. The evaluation was conducted within division and reported to the manager. In addition to that, the monitoring and evaluation training provided by donors have contributed to the increased staff capacity to conduct internal monitoring and evaluation.

M&E tools have been developed and applied at the activity level. A slight change has occurred There has been no new mechanism for the staff on reflection meetings during the last two years. There was a formal and informal meetings, such as organization meetings, managers meetings, annual staff meeting, evaluation and planning meeting to report the program development, its challenges, and its problems. The CFA has stated that although the M&E system is in place, Rifka Annisa needs to step further in order to build and effective MIS, data-base and knowledge management due to its leading position amongst similar organizations in Indonesia. A mechanism for sharing not only data, but also lessons learned to strategic stakeholders should be developed.

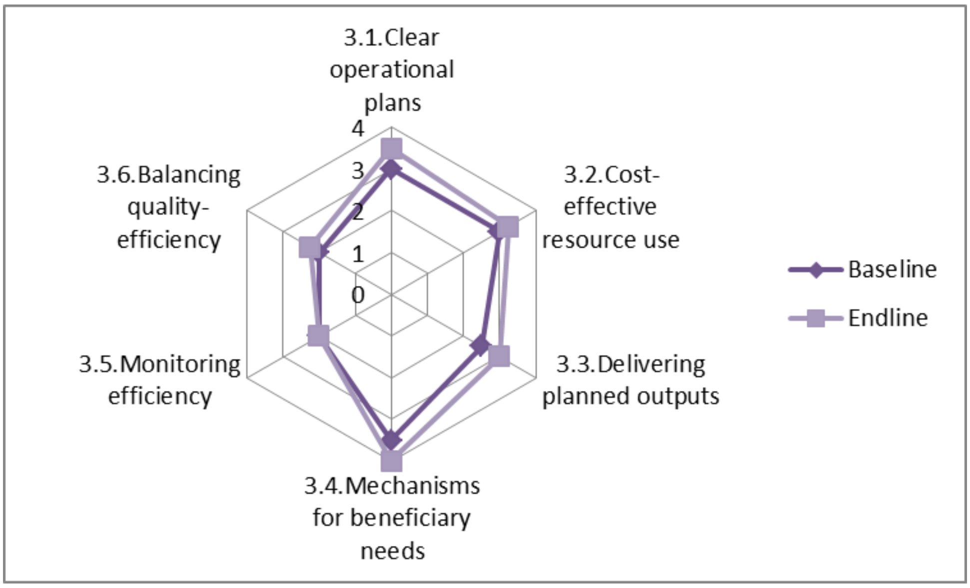
Rifka Annisa provided open and free opportunities for the staff to express their ideas on Wednesday and Friday. There was no gap between staff and the managerial levels.
Rifka Annisa has more extensive networking during the last two years. The networking has been expanded in village up to national level.

The program implementation was based on the input and feedback from the networkings, as well as based on the evidence from the stakeholders, iclusding the beneficiaries. Rifka Annisa conducted interview to beneficiaries about the impact of the program to beneficiaries' life.

There is no formal M&E system in place, although M&E tools have been developed and are utilized at the activity level in order to meet donor requirements. There is a detailed annual work plan and financial plan, and they have to report on activities and expenditures. There is no organizational level M&E aimed at measuring impact. There is however attention for outcomes and impact at the project level which is incorporated into reports. There is no dedicated person in place for M&E. There are conflicting statements onwhat M&E entails and how it is used. Discussions can be held at monthly staff meetings, at the managers' meetings, at the annual evaluation meeting and the annual members' meeting. The gap between managerial level, and staff has reduced and they are now more informal discussions with staff members. Rifka Annisa staff engages in network activities with various organizations, invites experts to share information, follows the media, maintains contacts through discussions and email, and shares this information internally. Rifka Annisa works closely together with its beneficiaries in order to best serve their needs. They are also open to their feedback and input.

Score: from 2.8 to 3.2 (slight improvement)

Capability to deliver on development objectives

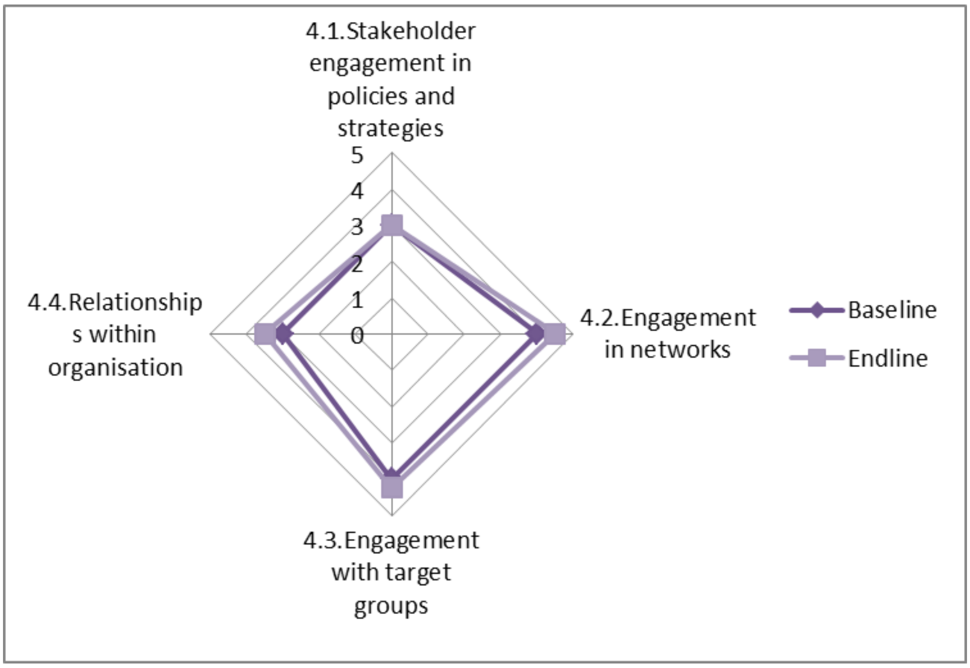


The development of the work plan was more rigid and there has been an annual activities planning funded by donor and by organization. Every program now has a clear work plan, budget, and target for each activity which is implemented by the staff. The work plan and budget plan are understood by the staff. Rifka Annisa also developed voluntarily system or mechanism to implement the program, having a low cost resource by opening internship. Rifka Annisa also built partnership with private sectors and media to get low cost price when conducting the program. Under the MFS II program Rifka had opened internship opportunities for other members of Aliansi Satu Visi (ASV), providing excellent chances to learn about management and SGBV case handling. Vice versa, RA had also sent its staff to Ardhanary Institute to learn more about Lesbian Bisexual and Transgender (LBT) issues. Based on this experience RA realized the need to improve SRH services for their clients, developing better referral networks with other members of ASV particularly in Yogyakarta (PKBI DIY and currently CD Bethesda) in order to provide more comprehensive services for SGBV survivors. Related to this need and situation, RA need to invest more in capacity building for staff as well as clients' data management. Furthermore the CFA stated that Rifka Annisa should focus in developing itself as a center of excellence in SGBV areas, as well as work with Theory of Change and using Result-based Management approaches in order to improve operations.

The organization has resources which are used effectively and efficiently. However, Rifka annisa has also made an effort to deliver the output in a timely manner by conducting more assistance to junior staff and supervision, conducting staff capacity building, and involving external consultant such as editor, translator, and writer, Rifka Annisa had a mechanism to measure the quality of the service. The organization developed tools, such as tools to measure clients's resilience, pre test and post test of a training, etc. to measure whether their service has met beneficiaries's expectation.

Score: from 2.7 to 3.0 (very slight improvement)

Capability to relate

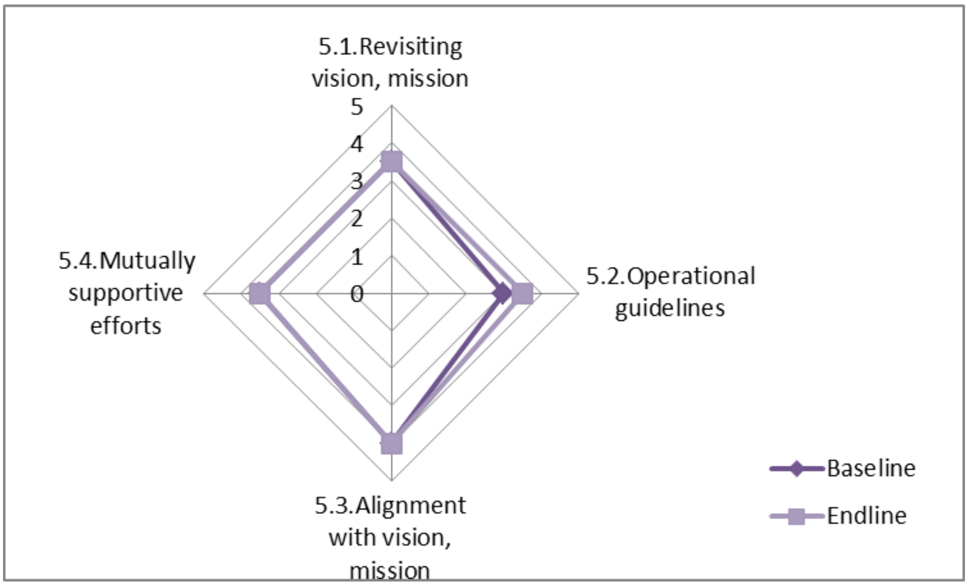


The organization expanded its network and develops good relationships from local level to national level. During the ast two years, they al also built relationship with schools, with Ministry of Religious Affair (religious Affair Office), BPPM (women and community empowerment board), Supreme Court, and some of the government institution, not only in national and provincial level, but also government in sub district and village level. The organization has done a lot in involving communities in their various activities, including to prevent violence against women. However, the CFA has stated that further development of the network and collaboration with private sectors is encouraged.

The organisation works together with stakeholders in building community based crisis centers and in shared activities like lobby and advocacy. Rifka frequently engages in campaigns and outreach activities. They do home visits and surveys, or invite clients for workshops and meetings and hereby engage with the clients frequently. There are formal and informal meetings to discuss issues and exchange information and this is now also supported by the use of social media.

Score: from 3.5 to 3.8 (very slight improvement)

Capability to achieve coherence



The vision and mission of the organization are reviewed in the three-year general assembly meeting and the annual members' meeting, and all staff were involved in the annual strategic planning meeting. Operational guidelines are now laid down in standard operational procedures (SOP), now that manual of RCT and Rifka WCC have been combined. Almost all of the staff members hold the opinion that the programs are in line with the vision and mission and the long term strategic plan. Programs are connected with each other through their efforts to eliminate violence against women, as outlined in the vision and mission, and hereby complimentary in nature.

Score: from 3.5 to 3.6 (very slight improvement)

4.2.2 General changes in the organisational capacity of the SPO

The evaluation team carried out an end line assessment at Rifka Annisa from 25th March to 27th March 2014. During this end line 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. Staff being more productive and involved in the organization's decision-making [3]
2. Greater motivation for staff to get promoted [9]
3. Staff being motivated to improve their facilitation skills [4]
4. Improved quality of monitoring and evaluation [2]
5. A stronger partnership with local authorities in form of a signed MoU [5].

All of these organisational capacity changes are expected to lead to strengthening the performance of the organisation [1].

1. Strengthening of the organization's work performance capacity [1];
Each of these changes in the organisation, and related organisational capacity changes and other factors are further explained below. The numbers in the narrative correspond to the numbers in the visual.

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According to staff present at the end line workshop, **staff became more productive and involved in the organization's decision making** [3] since the baseline in 2012. This was enabled by an increase in collective decision making meetings where both regular staff and volunteers attended [6], a more active and engaged board of directors to deal with internal issues [7], and more staff members being promoted [8]. Each of these factors came about from an overall change in leadership in 2012 where both the acting director as well as the individual board members was replaced with new candidates [16].

The other organisation capacity change is that **staff became more motivated to get promoted** [9], which was due to a change in the HR policy and remuneration system. In this new system staff was evaluated differently, and compensated more fairly according to the tasks and responsibilities they possessed [12]. Prior to this, the salary difference between junior and senior level staff was almost negligible, providing little incentive for junior staff to opt for promotion. This change in the remuneration system was implemented following one of the recommendations from the organizational development consultant who Rifka Annisa hired in 2013 [17].

Another organisational capacity change that happened since the baseline was that staff became more **motivated to contribute to and develop facilitation sessions** [4]. Being an organization who focuses on capacity building, Rifka Annisa has a lot of scheduled time dedicated to training local communities, other organizations and internal staff. So whilst the need for facilitation skills was high, staff often considered the task of facilitation secondary to their other program activities. However, there was a change in the organisation in terms of realising the importance of increased facilitation skills [18] and this finally staff being more motivated to engage in facilitation [4]. There were three reasons for this change in motivation to facilitate. First of all the there was a new HRD system which now also included facilitation skills and volunteering as evaluation criteria[10].This was the result of an overall change in the staff's evaluation mechanism and remuneration system [12]. Secondly, there were now more opportunities for staff to take turns in facilitation sessions [13], which helped the staff in being able to actively contribute to facilitation [4]. This was a direct result of realizing the need to improve facilitation skill [18]. Thirdly, the new HRD regulation set a higher standard of being a facilitator [11] which encouraged staff to improve their facilitation skill.

A significant change in terms of an **improvement of the quality of monitoring and evaluation** in Rifka Annisa took place [2]. As mentioned before, this came about from a much more structural approach towards M&E in the form of specific tools such as program planning, log frame tracking and analysis, work plans and the development and monitoring of specific indicators [14]. These tools were developed [15] following strict donor requirements to adopt a result-based management approach in the implementation of the organization's programs [19].

Lastly, **the partnership with local authorities was significantly strengthened** after signing a Memorandum of Understanding (MoU) with sub-district government officials and the police [5]. This came about from an active effort to increase the networking quality and quantity of Rifka Annisa [20]. Results of this could be clearly seen in the contribution of Rifka Annissa to the LGBT – Lesbian, Gay, Bi-sexual, and Transgender) program where several organizations were drawn together to commit to the cross cutting issues of disability, LGBT and sexual abuse.

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.

Rifka Annisa

The MSF II evaluation team carried out endline workshop in Rifka Annisa in the end of March 2014, before the initial training for the evaluation team of MSF II endline conducted in Yogyakarta. As the first workshop of the endline process, the workshop in Rifka was considered as an effort to generate lessons learned of the data collection process in SPOs. The process followed strictly the methodological guidelines, and started with sending the self-assessment sheets to the SPO, a day before the workshop so that these could be filled beforehand . It was expected that the SPO has finished answering the self-assessment sheets on the endline workshop day and gained deeper understanding on the topics/theme of the end-line workshop. However, it turned out to be more appropriate to discuss and fill in the self-assessment sheets with the guidance of the evaluator in answering the questions related to the indicators.

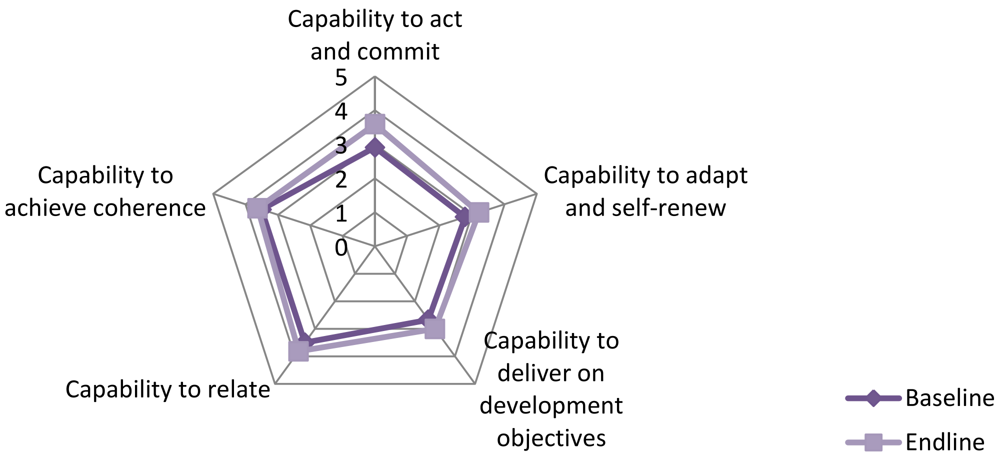
The endline workshop started with general explanation of the end line process to participants, and the session continued with group self-assessment according to the functional groups of the organization (management, program staff, field staff, finance and admin staff). Since there was no specific person appointed as M&E, this function was represented by other staff who conducted an M&E role. . The SPO preferred to fill in the indicators during the workshop rather than prior to workshop as expected. Most of the groups needed to be assisted closely during the process, and be assisted in understanding the meaning of the questions related to the indicators in the self-assessment sheets. As more time was needed to finish the self-assessment sheet, the process moved to group interviews, and it was agreed to submit the filled self-assessment sheets on a particular date. Participants said that group interview sessions were much more effective as they could understand the questions easily and thereby provide answers. The interview sessions provided lot of information about organizational capacity. The general causal map discussion on the next day provided more information on the organizational capacity changes based on the 5 capabilities framework . It was later known that discussions did not need to strictly find out the changes for each of the 5 capabilities directly and had to draw the causal map between changes. The process of general causal map in Rifka Annisa was an analysis process after the workshop and concluded after all field notes were written and analyzed. - To complete the analysis, the evaluation team interviewed the government partner from government and thecapacity development consultant.

However, it needs to be highlighted that the self-assessment sheet was quite challenging for the organization to fill in. It took a couple of days for the SPO to work with the group and have the paper filled in.

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?*



Changes on all five capabilities for Rifka Annisa, but mostly so under the capability to act and commit. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

Over the last two years most improvements took place in the capability to act and commit. Responsive leadership improved as a change in leadership brought a positive atmosphere to the organization dynamic of Rifka Annisa. Strategic guidance improved considerably, due to a more active and involved upper management. The board is involved in more decisions on the ground and the director is more active in providing strategic directions, even upon a staff members request. Staff turnover has slightly improved. For the last two years the turnover was relatively lower than previous years, as Rifka Annisa made an effort to maintain the remaining staff by providing capacity building through training. Articulated strategies improved slightly as Rifka Annisa made an effort to have a baseline in every program in order to have a more systematic mechanism for evaluation during the endline. Daily operations improved as the management of the last two years has been very active in providing operational planning directives. Annual (work) planning includes a detailed budget plan to ensure that operational activities are financed in accordance with the strategic plan. Staff skills also improved due to greater attention to skills and training as well as facilitator selection. In turn, training opportunities increased in terms of English training for all staff, thematic training such as monitoring and evaluation training, the training on LGBT issues, feminism training, and men’s care training. Incentives for staff have improved as well. The organization now provides free accommodation, a basic salary and allowance, as well as loans through salary deduction. Funding sources have improved very slightly, and Rifka currently has business programs in place aimed at generating income for the organization in order to become less dependent on donors and more self-sufficient. For example, they now actively run the business division by renting out the guesthouse.

The capability to adapt and self renew has improved overall. First, the application of M&E has improved. In the last two years the program division has developed M&E tools, and the information obtained has been used to improve and enrich existing programs. M&E competencies slightly improved as well. The development and implementation of M&E tools indicates that understanding about M&E has improved. M&E for future strategies has improved through the increased attention to outcomes and impacts at the project level. In terms of the organizations system for tracking the environment, a slight improvement was found through the increase in networking activities. More attention is now paid on this aspect through the organization of public discussions and by sharing knowledge regarding the newest issues which has influenced the organization’s perspective.

The capability to deliver on development objectives has improved. In terms of clear operational plans the development of the work plan was more rigid and there has been an annual activities planning funded by donor and by the organization. Cost effective resources use has been slightly improved due to the application of an efficient cost activity, such as combining two activities at once to reduce transportation cost. Delivering planned outputs has also only slightly improved. Rifka Annisa has made an effort to deliver the outputs in a timely manner by conducting more assistance to junior staff and providing supervision, conducting staff capacity building, and involving external consultants such as editor, translator, and writer. The mechanism for beneficiary needs has improved slightly through a mechanism to measure whether services meet beneficiary needs. In this approach tools are developed which allow measuring of client resilience. The balance in quality and efficiency has slightly improved as Rifka Annisa has combined staff evaluations with job descriptions.

The capability to relate has improved slightly in terms of engagement in networks. During the last two years, staff indicated that Rifka Annisa has extended its’ networking. Rifka Annisa did not only work with hospitals, police, court, but also built relationships with the Ministry of Religious Affairs (religious Affair Office), BPPM (women and community empowerment board), Supreme Court, and some of the government institutions, not only in national and provincial level, but also government in sub district and village level. Engagement with target groups has also very slightly improved through engaging in direct interaction with beneficiaries through campaigns and outreach activities, but also new social media such as WhatsApp Messenger and Twitter. Relationships within the organization have slightly improved in that the organization has committed to a good working atmosphere in which staff can share ideas freely.

In the capability to achieve coherence, operational guidelines have slightly improved as they are laid down in standard operational procedures (SOPs), for example in a finance manual and a method for setting up a referral system to other organizations.

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 Rifka Annisa 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 Rifka Annisa staff, these have been captured in the general causal map in 4.2.2: staff being more productive and involved in the organization’s decision-making; greater motivation for staff to get promoted; staff being motivated to improve their facilitation skills; improved quality of monitoring and evaluation and a stronger partnership with local authorities in form of a signed MoU. All of these are expected to contribute to strengthening of the organization’s work performance capacity. Rifka Annisa staff experienced these as the most important capacity changes in the organisation since the baseline.

Staff is more productive and involved with organizational decision making as a result of collective decision making occurring more frequently, a more active and engaged board to organisational matters, and more staff being promoted. Each of these changes can be attributed to the change in leadership that occurred in 2012, where both the acting director as well as the individual board members were replaced with new candidates.

Greater motivation for staff to get promoted occurred due to greater benefits being offered. This can be attributed to a change in the remuneration system and the staff evaluation mechanism on the one hand, and to the increased number of opportunities to take turn in the facilitation sessions on the other. The former can bet attributed to a recommendation from the hired organizational development consultant on HR issues which was an MFS II sponsored capacity development intervention. The latter can be attributed to the organization realizing the importance to improve the staff's facilitation skills.

Similarly, staff being motivated to improve their facilitation skills resulted from a new HRD system in place that now is also applied to facilitator selection. This can be attributed to the change in the staff remuneration/evaluation system on the one hand, and the increased number of opportunities to take turn in facilitation sessions on the other, as described above.

Improved quality of monitoring and evaluation can be attributed to the baseline having encouraged the development of program planning, logframes, work plans and indicators. This resulted from an improved quality in monitoring and evaluation through development of M&E tools. The development of M&E tools was an MFS II funded capacity development intervention by Rutgers WPF, and can be attributed to the Donor requirement to adopt Results Based Management in program implementation.

Finally, the MoU with local authorities has strengthened the partnership to achieve a common goal, which can be directly attributed to the change of the organization's networking quality and quantity in that Rifka Annisa invested in relations to local authorities. Results of this could be clearly seen in the contribution of Rifka Annissa to the LGBT – Lesbian, Gay, Bi-sexual, and Transgender) program where several organizations were drawn together to commit to the cross cutting issues of disability, LGBT and sexual abuse.

In conclusion in relation to MFS II funded capacity development interventions, this can be mainly related to improved monitoring and evaluation in the organization, and specifically refer to the training on M&E and more particularly the development of M&E tools. Furthermore, specific organization development points were found in an organizational capacity scan that has led to some changes in the way staff performs. However, this has also been affected by other developments such as a major change in leadership as well as a greater focus on facilitation skills. Strengthening organization work performance in general can therefore be partially related to MFS II supported capacity development interventions, according to 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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LAPORAN Jan-Dec - WPF.docx

Laporan Tahun 2011.docx

Laporan Tahun 2012 (WPF).docx

Planning 5C fieldwork Indonesian.docx

Report OCA 2013 - FINAL English.docx

Annual report format MenCare 2013-1 (Autosaved).doc

budget mfs2.xls

Financial Report Sexual Diversity.xls

Laporan Tahun 2012 (WPF)-MSF II.doc

MOU WPF.pdf

WPF MFS 2.rar

Annex C_5CBAHASA- endline_support to capacity development sheet_SPO perspective_Indonesia_Rifka Annisa.doc

Annex G_5c endline self-assessment sheet_programme staff_Indonesia_Rifka Annisa.docx

Annex P_5c endline interview guide_subgroup_field staff_Indonesia_Rifka Annisa.docx

BAHASA-Annex G_5c endline self-assessment sheet_programme staff_Indonesiaa_Rifka Annisa.doc

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BAHASA-Annex I_5c endline self-assessment sheet_admin HRM staff_Indonesia_Rifka annisa.doc

BAHASA-Annex L_5c endline interview guide_subgroup_management_Indonesia_Rifka Annisa.doc

List of Respondents

List of Respondents

People Present at the Workshops

Date:	**23 Juni 2014**	**Organisation: Rifka Annisa Indonesia**		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Suharti Muklas	Director			Yu_harti@yahoo.com
Rina Widiastuti	Manager Advocacy and Service			
Siti Amarah	Manager Finance			
Any Sundari	Manager Public Relation		081 228 314 817	neysundari2010@gmail.com
Program/ Project staff				
Admin/ HR/Finance staff				
Field staff staff				
Others				

List of People Inteviewed

Date:	24 Juni 2014	**Organisation:**		
NAME	**ROLE IN THE ORGANISATION**	**DURATION OF SERVICE**	**PHONE**	**E-MAIL**
Management				
Suharti Muklas	Director			Yu_harti@yahoo.com
Rina Widiastuti	Manager Advocacy and Service			
Siti Amarah	Manager Finance			

Any Sundari	Manager Public Relation		081 228 314 817	neysundari2010@gmail.com
Program/ Project staff				
Nurmawati	Advocacy and Service Officer			–
Asih Nuryanti	Advocacy and Service Officer			
Arfianto OA	Client Assistance Officer			
Deffrentia One	PR and Media Officer			
M Tantowi	Advocay and Service Officer			
Fitri Indra H	Research and Development Officer			
Admin/ HR/Finance staff				
Alfi Sulistyawati	Finance Officer			–
Sri Wahyuni	Finance Officer			
Nurina Wardana	HRM			
Hendi S	Admin Officer			
Field staff staff				
Niken Anggrek Wulan	Field Staff			
Budi Wulandari	Field Staff			
Ani Nurfaida	Field Staff			
Ratna Dwi Astuti	Field Staff			
Ali Rosidin	Field Staff			
Abdul Rohim	Field Staff			
Nusriyati	Field Staff			
Others				

Appendix 1 Methodological approach & reflection

1. Introduction

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

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

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

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

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

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

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

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

This question was mainly addressed by reviewing changes in 5c indicators, but additionally a 'general causal map' based on the SPO perspective on key organisational capacity changes since the baseline has been developed. Each of these is further explained below. The development of the general causal map is integrated in the steps for the endline workshop, as mentioned below.

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

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

[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.

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.

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.

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

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

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

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	Samar thak Samiti	SMILE	SDS	VTRC
Act and commit	5	3	4	4	4	4	4	3	5
Deliver on development objectives	1	5	1	1	1	1	1	2	1
Adapt and self-renew	2	2	1	3	1	1	4	1	4
Relate	3	1	1	1	1	1	2	1	2
Achieve coherence	1	1	1	4	1	1	1	1	2

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

Source: country baseline report, India.

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

Table 4

SPOs selected for process tracing – India

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

[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

5.

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).

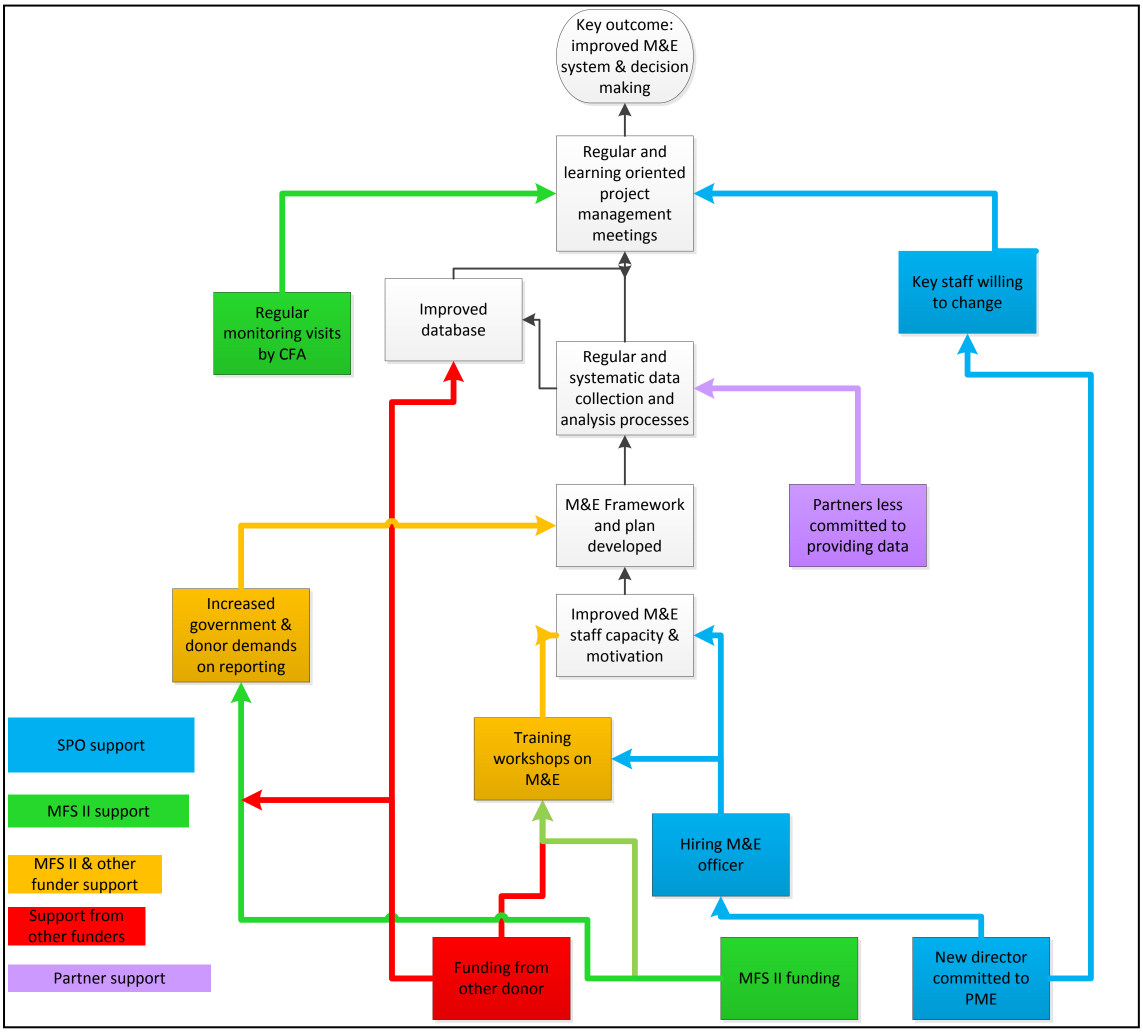


Figure 1 *An imaginary example of a model of change*

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.

4. Explaining factors – evaluation question 4

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

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

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

5. Methodological reflection

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

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

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

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

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

A few remarks need to be made:

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

Utilisation of the evaluation

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

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

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

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

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

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

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

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

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

There is some overlap between the five core capabilities but together the five capabilities result in a certain level of capacity. Influencing one capability may have an effect on one or more of the other capabilities. In each situation, the level of any of the five capabilities will vary. Each capability can become stronger or weaker over time.

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

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

Endline Description of Indicators Rifka Annisa

Capability to act and commit

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.

Rifka Annisa experienced changes in the leadership, both at the board level and executive level (director). The change in leadership brought a positive atmosphere to the organization dynamic of Rifka Annisa. The communication between board and the management was very active; they made use of every opportunity to discuss organizational development issues. The current board members were actively providing support to the organization. The new directors also provided more opportunities for the staff to participate in decision making processes, including discussions on proposal development. The leadership of Rifka Annisa continues to practice participatory decision-making, and everyone can give their opinion as well as develop themselves within the organization. There is good cooperation and effective coordination between staff and manager. The relation between staff and leaders can be described as a good familial relationship which also plays an important role in program implementation.

Score: 2.5 to 3.5 (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

Rifka Annisa gained a lot of benefit from the more active participation of the board, the director, and the managers in strategic guidance and decision making mechanisms. Board members joined in the meetings of management to discuss SOP, budgeting, and strategic planning. Issues, problems, and progress were well communicated. In these meetings, board members provided advisory support and strategic guidance about program implementation and development. The board has intensive meetings every one or two months with the directors and managers to discuss the work plan and budget. . Staff is free to choose which program activities they prioritize and want to work on first.

The organization has begun to conduct program evaluation for staff performance through staff appraisal regarding staff and manager’s performance. The leader is more active in providing strategic direction which is not only provided during the monthly meetings, but also every time the staff requests it. This affects how programs are executed.

More action is undertaken to increase the influence of beneficiaries and the organization has opened itself up for new issues such as LGBT (lesbian, gay, bisexual, and transgender), without compromising the focus on existing issues.

Score: 2 to 3.5 (considerable improvement)

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

After experiencing a high staff turnover in 2012, Rifka Annisa tried to find a solution. However, this was postponed and added as an issue to be discussed in the upcoming revision of the strategic planning which is planned in the end of 2014. The staff turnover, especially the senior ones, left a lesson learned for Rifka Annisa to find mechanism to prevent the turn over. Most of the senior staff who resigned has received capacity building as benefit of being Rifka Annisa's staff, such as scholarship and overseas training. The situation left a gap between remaining senior staff and the junior ones. More capacity building was needed to fill in the capacity gap. Another focus point was to find ways to improve human resource management. For the last two years the tur over was relatively lower than previous years, as Rifka Annisa made an effort to maintain the remaining staff by providing capacity building trough training.

Score: 3 to 3.25 (slight improvement)

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

Nothing has changed in Rifka Annissa in terms of organizational structure. The functions for director and some of the board members have been taken over by new individuals.
Rifka Annisa continues to work from within existing institutions, for example by setting up a women's desk inside hospitals and community centers. This allows them to develop an integrated management system for women and children victims of violence by involving the various organizations. It also helps to build the community's capacity to deal with violence issues. During the baseline it was reported that Rifka Annisa has too many layers, which can lead to miscommunication, this remains to be a potential problem.

Score: From 3 to 3 (no change)

1.5 Articulated Strategies. Strategies are articulated and based on good situation analysis and adequate M&E
Observable indicator: strategies are well articulated. Situation analysis and monitoring and evaluation are used to inform strategies.

The baseline of the men's care program funded by MSF II gave an insight to adopt the same M&E mechanism for all of Rifka Annisa's programs. Rifka Annisa made an effort to adopt baseline in every program in order to have a more systemized mechanism on the endline. It helped them to conduct regular monitoring and evaluate the program. However, there is still no formal M&E person at the organizational level, although staff members collect information on an individual case basis. Strategies are now based on the vision and mission, in combination with baseline recommendations and findings, as well as input from stakeholders and staff on impacts on the target group.

Score: From 2.5 to 3 (slight improvement)

1.6. Daily operations: 'Day-to-day operations are in line with strategic plans'
This is about the extent to which day-to-day operations are aligned with strategic plans.

The management of the last two years has been very active in providing operational planning directives. Annual (work) planning includes a detailed budget plan to ensure that operational activities are financed in accordance with the strategic plan.
Daily operations in general are considered to be in line with strategic plans, but sometimes there are deviations as a result of engagement in unplanned activities or the absence of guidance from the leaders. Most of the work plans in the observed period have been successfully achieved. Particularly the media division has scored well in terms of alignment with the strategic plan.The staff is committed to

finish their projects on time and within budget, but when an activity is not donor-funded this may not always work well. So unplanned and delayed activities have resulted in some deviations from strategic plans.

Score: 3 to 4 (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.

Almost all staff had the ability to do their day to day tasks and responsibilities. Rifka Annisa had also mandated the staff to master the knowledge of gender issue. This gained through induction and continuous capacity building within the organization.

- The recruitment mechanism in Rifka Annisa has been strengthened in the last two years. The Human resource manager has carefully selected. This was done due to finding a proffesoinal who was able to assist Rifka Annisa in developing human resource department.
- The new human resource manager and the consultant developed a recruitment standard which strictly requiring a certain professional capacity to fill in the certain posts. For example, every staff of Rifka Annisa should have writing capacity as the basic skill. Rifka Annisa considered writing skill as the basic skill of knowledge management. Another strict requirement in the staff selection process was that the person must show great interest on the gender issue, women issues, and children issues. This mechanism has been enabled Rifka to recruit staff who has capacity needed by the program.
- The capacity building through training has also supporte Rifta Annisa's staff to conduct their role and responsibility better. English training for staff was intended to improve communication and wrting skill of the staff when they have to deal with Donors. Other thematic training such as, monitoring and evaluation training, the training on LGBT issues, feminism training, and men's care training was provided for all staff, starting from the office boy, security, and managerial level.
- The trainings have resulted in the improvement of staff capacity to accomplish the responsibilities, such as monitoring and evaluation capacity, facilitation skill, negotiation skill, proposal development skill, program planning skill, etc.
- Currently Rifka Annisa applied a very strict facilitator selection. The process of the facilitator used to conduct without rigid selection criteria, but now, Rifka Annisa used an assessment and mechanism to determine feasibility of being a facilitator. A staff had to go through certain assessment to be a facilitator, meaning that not all staff hold a "license" to be a facilitator. This mechanism has encouraged staff to improve their facilitation capacity and conduct their job more professionally.
- Rifka Annisa also applied a new mechanism to build staff's capacity by mainstreaming all values in each program to be shared to all staff. The new mechanism was intended to keep all staff with the shared values or capacity to conduct a program. The mastery of an issue or a program used to be attached to the staff of a certain program, but now, it was expected that Rifta Annisa shared the same value or capacity in conducting the program. Rifka Annisa built a sharing process mechanism through regular meeting between managers and staff. a very celar example of this mechanism was LGBT program fubded by MSF II. The capacity building of LGBT in which all staf of Rifka annisa involved in the training. Staff indicated that they applied the LGB perspectives in all program of Rifka Annisa.

Score: 3 to 4 (improvement)

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

Rifka Annisa provided more training opportunities for staff in the last two years, some of which are provided directly by Rifka Annisa (in house training), donors or network partners..
During the last two years, Rifka Annisa provided various training to all staff, such as: English training for all staff, thematic training such as; monitoring and evaluation training, the training on LGBT issues, feminism training, and men's care training. The training was provided for all staff, starting from the office boy, security, and managerial level. Staff also enthusiastically joined the training provided by donors such as, children trafficking training, certified mediator training, client monitoring tools development, and human resource management analysis training. MSF II funding also provided staff

capacity building through trainings on LGBT mainstreaming, counseling training, internship in Ardhanary Institute, monitoring and evaluation training, Men's care training, youth advocacy training, and communication and advocacy training. While from other institution, Rifka Annisa also joined child protection policy training and human resource within CSO training. The last two training was provided by VSO.Managers shared any training opportunities to the staff and the mechanism of training opportunity were managed by Human resource division.
Rifka Annisa has prioritized the focus of capacity building on specific issues where there are more challenges and competition with other organisations. Overall, compared to the baseline, more training has been attended by staff members. Additionally, where in the baseline evaluation staff and management indicated that sharing knowledge was insufficient, the organization has now implemented a sharing mechanism for staff every Friday.

Score:3 to 4 (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.

The staff indicated that incentives was not only about salary, but also opportunity for capacity building, and knowledge. They considered training as one of the incentives working in Rifka Annisa. The organization now provides free accommodation, a basic salary and allowance, as well as loans through salary deduction. There is a standard mechanism for financial incentives for staff and also a standard evaluation mechanism to be included in the payroll system. There was an improvement regarding the reward and punishment system in April of 2014. Remuneration now considers staff's education, background and work performance.

Score: 3 to 4 (improvement)

1.9.2. Funding sources: 'Funding from multiple sources covering different time periods'
This is about how diversified the SPOs funding sources are over time, and how the level of funding is changing over time.

Rifka Annisa remained involved with many donor organizations and local governments and as such have a diversity of funders, such UNTF, Rutgers WPF, Oxfam, TDH Netherland, AWO. They are a well-known as a leading organization on women issues. As a result they have sufficient funding from various donors, although this does not cover all of their expenses and programs. What can be improved according to some staff members is independent fundraising. Rifka currently has business programs in place aimed at generating income for the organization in order to become less dependent on donors and more self-sufficient. For example, they now actively run the business division by renting out the guesthouse.

Score: 4 to 4.25 (very 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.

Compared to baseline, Rifka Annisa now encouraged all program staff to write and develop proposals. It used to be managers who had responsibility to write proposals. A number of staff members indicated not being aware of any procedures on developing proposals. Staff involeved in the proposal development was limited from the certain division to develop the current program. For example, all staff in the media division was involved in the program development to AWO International.

Score: 3 to 3 (no change)

Summary Capability to act and commit
Rifka Annisa experienced changes in the leadership, both at the board level and executive level (director). The change in leadership brought a positive atmosphere to the organization dynamic of Rifka Annisa. The management of the last two years has been very active in providing operational planning

directives. Annual (work) planning includes a detailed budget plan to ensure that operational activities are financed in accordance with the strategic plan. Rifka Annisa still needs to improve their Strategic Planning and complete the plan with comprehensive external risk (threats) assessment and categorize the threats into low, medium and high risks, plus possible ways to overcome those threats. The organization also needs to regularly analyse the effectivity of budget spent (Budget vs. Actual Analysis), and this duty is part of the Board's responsibility.

Rifka Annisa gained a lot of benefit from the more active participation of the board, the director, and the managers in strategic guidance and decision making mechanisms. Strategies are now based on the vision and mission, in combination with baseline recommendations and findings, as well as input from stakeholders and staff on impacts on the target group. Almost all staff had the ability to do their day to day tasks and responsibilities. Rifka Annisa had also mandated the staff to master the knowledge of gender issue. This gained through induction and continuous capacity building within the organization. The capacity building through training has also supporte Rifka Annisa's staff to conduct their role and responsibility better. English training for staff was intended to improve communication and wrting skill of the staff when they have to deal with Donors. Other thematic training such as, monitoring and evaluation training, the training on LGBT issues, feminism training, and men's care training was provided for all staff, starting from the office boy, security, and managerial level. The trainings have resulted in the improvement of staff capacity to accomplish the responsibilities, such as monitoring and evaluation capacity, facilitation skill, negotiation skill, proposal development skill, program planning skill, etc.

There is a standard mechanism for financial incentives for staff and also standard evaluation mechanism to be included in the payroll system. There is also an improvement regarding the reward and punishment system since April 2014. Remuneration now considers staff education background and work performance. Rifka Annisa is involved with many donor organizations and local governments and as such have a diversity of funders. A clear funding procedure was still not in place, however, staff indicated that they have more opportunities in developing proposals to get funding from donors.

Score: from 2.9 to 3.6 (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).

In the last two years M&E tools have been developed by the program division, and the information obtained has been used to improve and enrich existing programs. The evidence and results based M&E approach that is required by the donor encourages the staff to create programs in which information can be tracked and obtained up until the activity level. This can be considered an improvement since the baseline situation two years ago where no formal M&E system nor mechanism was in place. Rifka annisa started to adopt baseline for all the programs, not only programs funded by MSF II. They became more aware of the need to conduct carefull monitoring and evaluation mechanism.

Score: 2 to 3 (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.

This indicator has slightly improved. The development and implementation of M&E tools indicates that understanding about M&E has improved. Although there is still no dedicated staff member in place tasked with this particular role, the basis for M&E to fulfill the donor's requirements is now in place. Previously, it was director and manager who conducted evaluation, but now Rifka annisa applied a participatory evaluation. Every division evaluated other division. The evaluation was conducted within division and reported to the manager. In addition to that, the monitoring and evaluation training provided by donors have contributed to the increased staff capacity to conduct internal monitoring and evaluation. The training has assisted staff to see the impact of a program. Indicators achievement was reflected in the field report. The currentt weakness in monev was the documentation system, data was not documented well so that the knowledge management was hard to do.

Score: 2.5 to 3 (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.

Although there is no organizational level M&E aimed at measuring final impact. There is however attention for outcomes and impact at the project level which is incorporated into reports.M&E tools have been developed and applied at the activity level. A slight change has occurred in the M&E practice for particular programs because it has to be actively synchronized with the objectives, indicators, and field findings. Field activities are used to identify the outputs and to measure whether the goal has been achieved or not. The result of the monev in every project was always used as a reference to develop new program, including development of program planning.
Score: 2 to 3 (improvement)

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

There has been no new mechanism for the staff on reflection meetings during the last two years. There was a formal and informal meetings, such as organization meetings, managers meetings, annual staff meeting, evaluation and planning meeting to report the program development, its challenges, and its problems. The change was not so significant, becaue no new mechanism take place, however, HRD was now involved in the informal communication. Rifka Annisa took benefit of the new technology as a means of communication such as whats App. The communication mechanism was more clear than previous.

Score: 3 to 3 (no change)

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.

Rifka Annisa provided open and free opportunities for the staff to express their ideas on Wednesday and Friday. There was no gap between staff and the managerial levels. A number of staff members indicate that ideas are not often put into practice, but others contradict this and mention that when an idea is relevant it will be implemented.The new director gives more opportunity for more staff by asking them to attend capacity building or training. This attitude may change this indicator in the future, but for now no change could be found.

Score: 3 to 3 (no change)

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.

Rifka Annisa has more extensive networking during the last two years. The networking has been expanded in village up to national level., and also more networking in certain themes such as women migrant, women and election, and widowers.

More attention is now paid on this aspect through the organization of public discussions and by sharing knowledge regarding the newest issues which has influenced the organization's perspective.

Score: 3.5 to 4 (slight 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.

Rifka Annisa worked very closly with the networking. Maintaining networking was the priority of the organization. The program implementation was based on the input and feedback from the networkings, as well as based on the evidence from the stakeholders, iclusding the beneficiaries. Rifka Annisa conducted interview to beneficiaries about the impact of the program to beneficiaries' life. Rifka Annisa works closely together with its beneficiaries in order to best serve their needs. They are also open to their feedback and input, as well as from other network partners, even though there is no standardized or systematic way for doing so. The organization is service-oriented and focused on beneficiary needs. The baseline has contributed the organization to determine strategy of meeting the beneficiaries needs.

Score: 3.5 to 3.5 (no change)

Summary of capability to adapt and self-renew
In the last two years M&E tools have been developed by the program division, and the information obtained has been used to improve and enrich existing programs. The evidence and results based M&E approach that is required by the donor encourages the staff to create programs in which information can be tracked and obtained up until the activity level. The CFA has stated that although the M&E system is in place, Rifka Annisa needs to step further in order to build and effective MIS, data-base and knowledge management due to its leading position amongst similar organizations in Indonesia. A mechanism for sharing not only data, but also lessons learned to strategic stakeholders should be developed.

Previusly, it was director and manager who conducted evaluation, but now Rifka annisa applied a participatory evaluation. Every division evaluated other division. The evaluation was conducted within division and reported to the manager. In addition to that, the monitoring and evaluation training provided by donors have contributed to the increased staff capacity to conduct internal monitoring and evaluation.

M&E tools have been developed and applied at the activity level. A slight change has occurred There has been no new mechanism for the staff on reflection meetings during the last two years. There was a formal and informal meetings, such as organization meetings, managers meetings, annual staff meeting, evaluation and planning meeting to report the program development, its challenges, and its problems. Rifka Annisa provided open and free opportunities for the staff to express their ideas on Wednesday and Friday. There was no gap between staff and the managerial levels.
Rifka Annisa has more extensive networking during the last two years. The networking has been expanded in village up to national level.

The program implementation was based on the input and feedback from the networkings, as well as based on the evidence from the stakeholders, iclusding the beneficiaries. Rifka Annisa conducted interview to beneficiaries about the impact of the program to beneficiaries' life.

There is no formal M&E system in place, although M&E tools have been developed and are utilized at the activity level in order to meet donor requirements. There is a detailed annual work plan and financial plan, and they have to report on activities and expenditures. There is no organizational level M&E aimed at measuring impact. There is however attention for outcomes and impact at the project level which is incorporated into reports. There is no dedicated person in place for M&E. There are conflicting statements onwhat M&E entails and how it is used. Discussions can be held at monthly staff meetings, at the managers' meetings, at the annual evaluation meeting and the annual members' meeting. The gap between managerial level, and staff has reduced and they are now more informal discussions with staff members. Rifka Annisa staff engages in network activities with various organizations, invites experts to share information, follows the media, maintains contacts through discussions and email, and shares this information internally. Rifka Annisa works closely together with its beneficiaries in order to best serve their needs. They are also open to their feedback and input.

Score: from 2.8 to 3.2 (slight 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 staff use it in their day-to-day operations.

During the last two years, the development of the workplan was more rigid and there has been an annual activities planning funded by donor and by organization. Each donor-funded project has a budget and work plan that is used in day to day operations. Every program now has a clear work plan, budget, and target for each activity which is implemented by the staff. The work plan and budget plan are understood by the staff.

Score: 3 to 3.5 (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.

Rifka Annisa applied an efficient cost activity, such as combining two activities at once to reduce transpotation cost. Rifka Annisa also developed voluntarily system or mechanism to implement the program, having a low cost resource by opening internship. Rifka Annisa also built partnership with private sectors and media to get low cost price when conducting the program. The overall opinion of the staff is that the resources are used as effectively and efficiently as possible, and they sometimes even put in their own money. The organization has resources which are used effectively and efficiently. The management suggests through clear policy to each staff to skimp for the continuity of the organizational budget. There is a slight improvement in terms of having developed a voluntary program through internship and more partnership with media to get a low-cost program.

Score: 3 to 3.25 (very 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.

The condition did not change much, although now some activities were delivered as planned. Staff members mentioned that there are too many activities and too few staff, whereas others mention that operational plans are carried out due to sufficient organizational resources and commitment. External factors suct as late funding disbursement contributed to the delay program implementation. However, Rifka Annisa has also made an effort to deliver the output in a timely manner by conducting more assistance to junior staff and sypervision, conducting staff capacity building, and involving external consultants such as editor, translator, and writer.

Score: 2.5 to 3 (slight improvement)

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

Rifka Annisa had a mechanism in place to measure whether services meet beneficiary needs. The organization developed tools, such as tools to measure clients's resilience, pre test and post test of a training, etc to measure whether their service has met beneficiaries's expectation. The counseling service has an exit interview which was developed to measure client satisfaction. Testimony was collected to measure the quality of service in the community. The community assistance division conducted annual evaluation to get feedback from the beneficiaries. The RTC (research and training center) division also provided evaluation forms to stakeholders. The media division measures the response from the public on the public campaigns done by Rifka Annisa. Rifka Annisa continues to engage in community outreach activities and field visits. When they have handled a case, they do an exit interview with the beneficiary to assess the effectiveness and success of the service, and ask for critsicism and suggestions.In cooperation with RTC, the organization provides the M&E form for the client. Previously, their baseline used secondary data but now the information is gathered through arranged primary data. Program design follows the consultancy plan with beneficiaries, baseline and assessment.

Score: 3.5 to 4 (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.

This indicator did not change since the baseline. There has been no specific mechanism to measure the effectivity of input and output. Progress and expenditures continue to be discussed in monthly meetings, and this is seen by the staff as their approach to ensuring that they work efficiently. Results achieved, client feedback and time spent are elements used to evaluate efficiency.

Score: 2 to 2 (no change)

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

Rifka Annisa have conducted staff evaluation based on the job description of each staff to see the work effectivity of the staff. Rifka Annisa has evaluated the human resource management and remuneration system, but there no specific tools available to measure the staff quality and efficiency.
In other case, Rifka Annisa compared the workplan and the achievement based on the indicators from the workplan. The different from the baseline was that all staff was involved in providing evaluation to other staff.

Score: 2 to 2.25 (very slight improvement)

Summary of Capability to deliver on development objectives
The development of the work plan was more rigid and there has been an annual activities planning funded by donor and by organization. Every program now has a clear work plan, budget, and target for each activity which is implemented by the staff. The work plan and budget plan are understood by the staff. Rifka Annisa also developed voluntarily system or mechanism to implement the program, having a low cost resource by opening internship. Rifka Annisa also built partnership with private sectors and media to get low cost price when conducting the program. Under the MFS II program Rifka had opened internship opportunities for other members of Aliansi Satu Visi (ASV), providing excellent chances to learn about management and SGBV case handling. Vice versa, RA had also sent its staff to Ardhanary Institute to learn more about Lesbian Bisexual and Transgender (LBT) issues. Based on this experience RA realized the need to improve SRH services for their clients, developing better referral networks with other members of ASV particularly in Yogyakarta (PKBI DIY and currently CD Bethesda) in order to provide more comprehensive services for SGBV survivors. Related to this need and situation, RA need to invest more in capacity building for staff as well as clients' data management. Furthermore the CFA stated that Rifka Annisa should focus in developing itself as a center of excellence in SGBV areas, as well as work with Theory of Change and using Result-based Management approaches in order to improve operations.

The organization has resources which are used effectively and efficiently. However, Rifka annisa has also made an effort to delivere the output in atimely manner by conducting more assistance to junior staff and sypervision, conducting staff capacity building, and involving expetrnal consultant such as editor, translator, and writer, Rifka Annisa had a mechanism to measure the quality of the service. The organization developed tools, such as tools to measure clients's resilience, pre test and post test of a training, etc to measure whether their service has met beneficiaries's expectation.

Score: from 2.7 to 3.0 (very 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.

Rifka Annisa continued to work with external groups (stakeholders) to get and collect input to develop organization strategy and policy by conducting consultative meeting with related party. For example, Rifka annisa invited the stakeholders, especially the government of Kulonprogo and Gunugkidul, in a meeting to gain feedback on the program implementation strategy and the development of recommnedation to government. The donors, including MSF II, also supported Rifka Annisa to conduct the consultative meeting with stakeholder.Rifka Annisa also maintained good communication with religious court and justice and seek clarity on certain issues form religious view.

Score: 3 to 3 (no change)
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.

During the ast two years, staff indicated that Rifka Annisa has extended the networking, Rifka Annisa did not only work with hospitals, police, court, but also built relationship with Ministry of Religious Affair (religious Affair Office), BPPM (women and community empowerment board), Supreme Court, dan some of the government institution, not only in national and provincial level, but also government in sub district and village level.

In adition to that, Rifka Annisa built networking with schools, media, not only in Yogyakarta but also in other provinces, such as Nusa Tenggara Timur and Nusa tenggara Barat. Donors through the program implementation has made networking extension possible.

Score: 4 to 4.5 (very 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.

Rifka Annisa continues to frequently engage in campaigns and outreach activities as part of the strategy and organization culture. They do home visits and surveys, or invite clients for workshops and meetings. They also directly interact with beneficiaries in the community-based crisis centers and clinics.
The growth of technology through social media also helps the organization meet with the beneficiaries, for example through WhatsApp messenger or Twitter.

Score: 4 to 4.25 (very 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 organization has committed to provide good atmosphere for the staff to share ideas freely. Rifka Annisa built spaces as a meeting point for the staff where they can have activities together. There are formal and informal meetings to discuss issues and exchange information. For example the monthly staff meetings and shared lunches. However, due to their busy time schedules field workers rarely meet, and communicate via SMS, phone, email and social media (What's App, Facebook, Twitter groups). Everyone is free to discuss what they want, but some psychological barriers do exist. There has been an increase in internal bonding sthrough events uch as out bound, outing, annual holiday, social gathering, and even karaoke.

Score: 3 to 3.5 (slight improvement)

Summary of Capability to relate

The organization expanded its network and develops good relationships from local level to national level. During the ast two years, they al also built relationship with schools, with Ministry of Religious Affair (religious Affair Office), BPPM (women and community empowerment board), Supreme Court, and some of the government institution, not only in national and provincial level, but also government in sub district and village level. The organization has done a lot in involving communities in their various activities, including to prevent violence against women. However, the CFA has stated that further development of the network and collaboration with private sectors is encouraged.

Rifka frequently engages in campaigns and outreach activities. They do home visits and surveys, or invite clients for workshops and meetings and hereby engage with the clients frequently. There are formal and informal meetings to discuss issues and exchange information and this is now also supported by the use of social media.

Score: from 3.5 to 3.8 (very 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.
No change has occurred with respect to the vision and mission. Rifka Annisa had a mechanism to re discussed the vision, mission, and strategy in an annuall staff meeting, and three year cycle in a general assembly meeting. The program implementation strategy was discussed as needed. All staff is involved in the vision and mission meeetings in order for the staff to understand them.

Score: 3.5 to to 3.5 (no change)

5.2. Operational guidelines: 'Operational guidelines (technical, admin, HRM) are in place and used and supported by the management'
This is about whether there are operational guidelines, which operational guidelines exist; and how they are used.

In the last two years the manual of the Research Training Center (RTC; a training center within Rifka Annisa for capacity building) and Rifka Women Crisis Center (RCC; service to the beneficiaries) have been combined. Operational guidelines are laid down in standard operational procedures (SOP), for example in a finance manual and a method for setting up a referral system to other organizations. The SOPs do not cover each organizational aspect though, and some need updating too.

Score: 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.
The staff members mentioned that programs were all well in line with vision, mission, and strategic planning. Program planning and proposal development sessions always considered vision, mission, and strategic planning as a basic value of the program implementation. Some think that there is a lack of focus however, partly as a result of running too many projects.

Score: 4 to 4 (no change)

5.4. Mutually supportive efforts: 'The portfolio of project (activities) provides opportunities for mutually supportive efforts'
This is about whether the efforts in one project complement/support efforts in other projects.

Programs continued to be connected with each other. The connected program has assisted staff to implement day to day activities easily as they did not need to repeat the same activities. At this moment, Rifka Annisa made an effort to implement the program in certain areas in order to be able to integrate some programs. They conducted integrative planning as many programs are interrelated with other programs. to c staff indicated that projects are now more mutually supportive and aligned based on the vision and mission.

Score: 3.5 to 3.5 (no change)

Summary Capability to achieve coherence
The vision and mission of the organization are reviewed in the three-year general assembly meeting and the annual members' meeting, and all staff were involved in the annual strategic planning meeting. Operational guidelines are now laid down in standard operational procedures (SOP), now that manual of RCT and Rifka WCC have been combined. Almost all of the staff members hold the opinion that the programs are in line with the vision and mission and the long term strategic plan. Programs are connected with each other through their efforts to eliminate violence against women, as outlined in the vision and mission, and hereby complimentary in nature.

Score: from 3.5 to 3.6 (very slight improvement)

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

Narrative of Rifka Annisa Indonesia General Causal Map

The evaluation team carried out an end line assessment at Rifka Annisa from 25th March to 27th March 2014. During this end line 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:

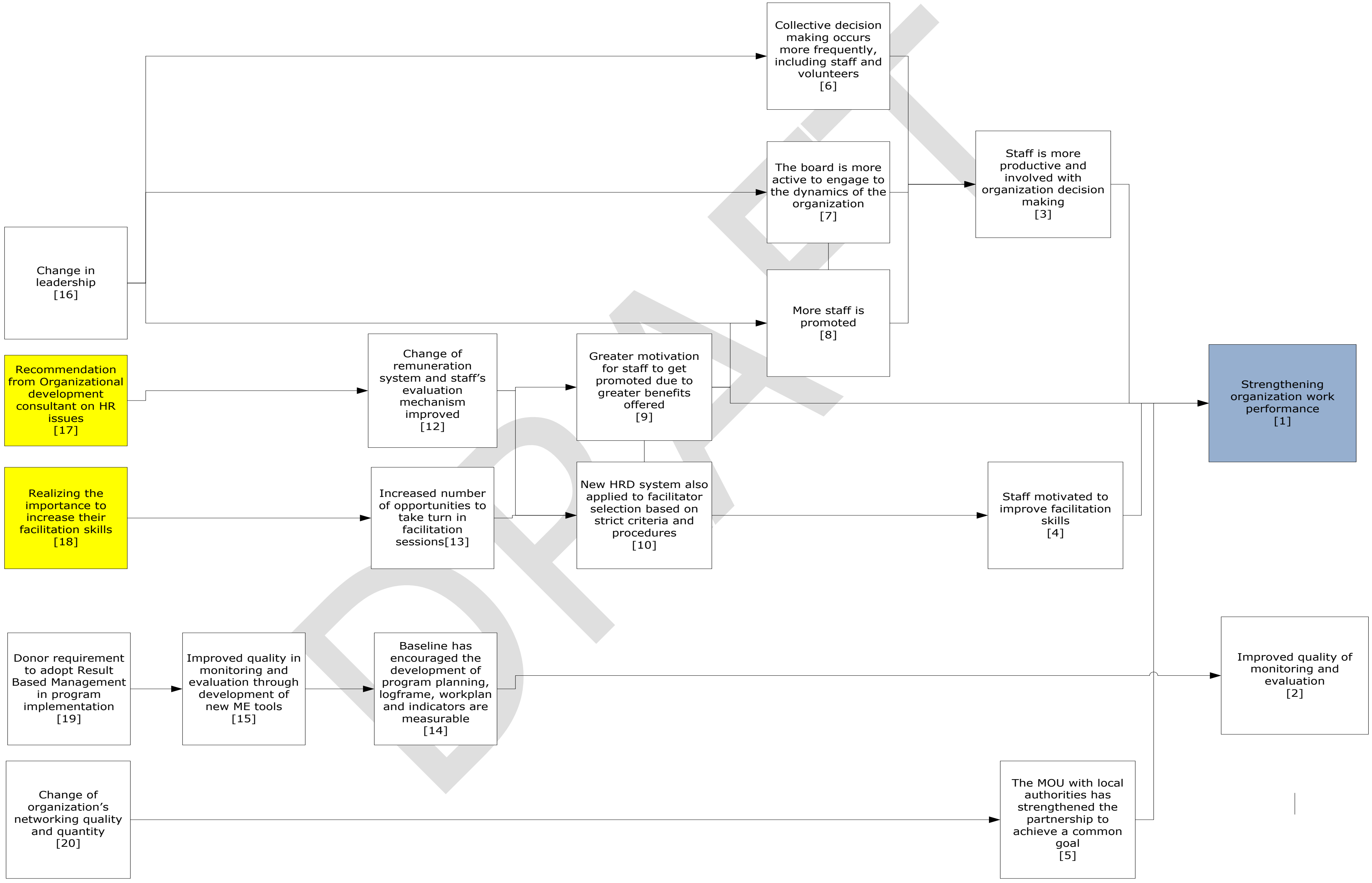
1. Staff being more productive and involved in the organization’s decision-making [3]
2. Greater motivation for staff to get promoted [9]
3. Staff being motivated to improve their facilitation skills [4]
4. Improved quality of monitoring and evaluation [2]
5. A stronger partnership with local authorities in form of a signed MoU [5].

All of these organisational capacity changes are expected to lead to strengthening the performance of the organisation [1].

1. Strengthening of the organization’s work performance capacity [1];

Each of these changes in the organisation, and related organisational capacity changes and other factors are further explained below. The numbers in the narrative correspond to the numbers in the visual.

Rifka Annisa General Causal Map



According to staff present at the end line workshop, **staff became more productive and involved in the organization's decision making** [3] since the baseline in 2012. This was enabled by an increase in collective decision making meetings where both regular staff and volunteers attended [6], a more active and engaged board of directors to deal with internal issues [7], and more staff members being promoted [8]. Each of these factors came about from an overall change in leadership in 2012 where both the acting director as well as the individual board members was replaced with new candidates [16].

The other organisation capacity change is that **staff became more motivated to get promoted** [9], which was due to a change in the HR policy and remuneration system. In this new system staff was evaluated differently, and compensated more fairly according to the tasks and responsibilities they possessed [12]. Prior to this, the salary difference between junior and senior level staff was almost negligible, providing little incentive for junior staff to opt for promotion. This change in the remuneration system was implemented following one of the recommendations from the organizational development consultant who Rifka Annisa hired in 2013 [17].

Another organisational capacity change that happened since the baseline was that staff became more **motivated to contribute to and develop facilitation sessions** [4]. Being an organization who focuses on capacity building, Rifka Annisa has a lot of scheduled time dedicated to training local communities, other organizations and internal staff. So whilst the need for facilitation skills was high, staff often considered the task of facilitation secondary to their other program activities. However, there was a change in the organisation in terms of realising the importance of increased facilitation skills [18] and this finally staff being more motivated to engage in facilitation [4]. There were three reasons for this change in motivation to facilitate. First of all the there was a new HRD system which now also included facilitation skills and volunteering as evaluation criteria[10].This was the result of an overall change in the staff's evaluation mechanism and remuneration system [12]. Secondly, there were now more opportunities for staff to take turns in facilitation sessions [13], which helped the staff in being able to actively contribute to facilitation [4]. This was a direct result of realizing the need to improve facilitation skill [18]. Thirdly, the new HRD regulation set a higher standard of being a facilitator [11] which encouraged staff to improve their facilitation skill.

A significant change in terms of an **improvement of the quality of monitoring and evaluation** in Rifka Annisa took place [2]. As mentioned before, this came about from a much more structural approach towards M&E in the form of specific tools such as program planning, log frame tracking and analysis, work plans and the development and monitoring of specific indicators [14]. These tools were developed [15] following strict donor requirements to adopt a result-based management approach in the implementation of the organization's programs [19].

Lastly, **the partnership with local authorities was significantly strengthened** after signing a Memorandum of Understanding (MoU) with sub-district government officials and the police [5]. This came about from an active effort to increase the networking quality and quantity of Rifka Annisa [20]. Results of this could be clearly seen in the contribution of Rifka Annissa to the LGBT – Lesbian, Gay, Bi-sexual, and Transgender) program where several organizations were drawn together to commit to the cross cutting issues of disability, LGBT and sexual abuse..

Centre for Development Innovation
Wageningen UR
P.O. Box 88
6700 AB Wageningen
The Netherlands
T +31 (0)317 48 68 00
www.wageningenUR.nl/cdi

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