Endline report – Indonesia, Good Shepherd Sisters
MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

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This report presents the findings of the endline of the evaluation of the organisational capacity component of the MFS II country evaluations. The focus of this report is Indonesia, GSS. 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).
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
GSS	Good Shepherd Sisters
GSSWC	Good Shepherd Services for Woman and Children
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MM	Mensen met een Missie
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
RCT	Randomized Control Trials
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
ToC	Theory of Change
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: ECPAT 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, GSS has seen a slight improvement in the capability to act and commit. A greater number of training opportunities have increased staff skill and promoted the sharing of knowledge amongst sisters and volunteers. The capability to adapt and self-renew has slightly improved now that M&E application and understanding has improved. No changes occurred however in terms of the capability to deliver on development objectives. The capability to relate improved very slightly as GSS focussed its engagement on its biggest area of influence: the Catholic Church. Overall more engagement with target groups has taken place as well. No change has occurred in the capability to achieve coherence.

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 GSS's staff: more effective work performance and improved case handling.

GSS has become more visible on the issues of single moms and trafficking largely due to the increased trust from stakeholders (donors, beneficiaries and partners). This can be attributed to more effective work performance, improved case handling and the fact that GSS has a better position in its network, which has allowed them to reach out to new partners, form new alliances and overall streamline operational processes.

More effective work performance resulted from better financial management, better job descriptions and better program directions. These last two developments can be attributed to improved organizational management skills, whilst better program directions resulted from the development of impact indicators as a result of better monitoring and evaluation. Mensen met een Missie supported GSS with a one week training on M&E in 2014, which contributed to this capacity improvement. The underlying improved organizational management skills came from improved staff capacity, which can be attributed to the sharing of knowledge from volunteers to the sisters. This in turn can be attributed to more volunteers being involved in GSS (supported by MFS II capacity training on anti-trafficking), as more RGS communities are collaborating with GSS, and the more active role that GSS plays in its network.

Improved case handling was enabled by improved advocacy skills and better technical support from GSS's network. Whilst the former results from the improved staff capacity, the latter is the result from a wider network, which enabled more support, as well as the direct support from three main dioceses.

In conclusion, according to the GSS staff present at the endline workshop, MFS II capacity development interventions can be tied to several of the organizational capacity changes as indicated by the SPO, although GSS did not specify exactly how. This was not the purpose of this particular exercise, since GSS was not selected for process tracing. It must be noted that the information provided has not been validated through other sources of information, and therefore the conclusions must be understood in that respect.

2 General Information about the SPO – Good Shepherd Sisters

2.1 General information about the Southern Partner Organisation (SPO)

Country	Indonesia
Consortium	Press Freedom 2.0
Responsible Dutch NGO	Mensen met een Missie
Project (if applicable)	Prevention of human trafficking, crisis center and advocacy for victims
Southern partner organisation	Good Shepher Sisters

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

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

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

The socio-economic, cultural and political context in which the partner operates
Indonesia is known for being a transition country where mostly women and children are the victims of human trafficking. It is estimated that, every year, around 100.000 Indonesian women and children fall into the hands of traffickers, about 30% is below 18 years old. [1] More specifically, is estimated that each week 300 migrants, who have been abused or held imprisoned by the government, return from Malaysia and other countries to the harbor in Jakarta.

Good Shepherd Sisters works on preventing human trafficking by providing information through community and religious networks and by building community involvement as a means to decrease the incidence of human trafficking in the long-run.

Through community and religious networks GSS wants to disseminate information about complexity of this issue so that this knowledge should be published and subsequently in long term GSS wants to decrease human trafficking through community involvement by building sustainable way to prevent human trafficking.[2]

Religious network has strengthened GSS in dedicating themselves for women and children, since trafficking and single mom become an issue to be taken seriously by policy makers in Diocese of Ruteng , Jakarta , and Semarang . Both issues have been included in Catholic church's policy in those three dioceses. [3]

1 Press Freedom 2.0 (2011) Beoordelingsmemo incl. kenschets ECPAT Indonesia – Onderzoek, monitoren en rapporteren van cases mbt seksuele uitbuiting van kinderen
2 Good Shepherd Sisters (2014). Final Report.
3 Annex Q . Observation Sheet (2014).

There are some local issues that trigger GSSWC policy becomes part of the diocesan policy that

- The vision of GSS WC is in line with "Arah Dasar Keuskupan Agung Semarang, Jakarta, and Ruteng"
- Consistency of GSSWC program since 2008
- Issue of trafficking becomes urgent local agenda that urged the church that takes religiois part for social issue.
- Issue of trafficking becomes global agenda urged the religious women. Declaration of 2008 was attended by 49 congregations, and GSS is one of the most active .
- Issue a single mom began to be accepted as a reality that must be addressed by the people to the diocese as a policy maker for many cases of single mom and trafficking .
- The implications of the inclusion of both these issues into the structure of diocese are:
- Cooperation with the diocese make GSSWC more easily obtain resources
- Part of funding for single mom was obtained from diocese.
- Stakeholders has changed paradigm of single mom
- Cooperation with the diocese enabled GSSWC in expanding network.

The 4 things mentioned above enabled anti- trafficking services and single mom is growing and become sustainable.[4]

At the same time Good Shepherd Sisters offers support and protection to victims by their crisis centers. The main target groups of Good Shepherd Sisters are women and children from rural areas and the poorer suburbs of urban and industrial areas. [5]

The project that receives MFSII funding through Press Freedom 2.0 is part of "Good Shepherd Services for women & children is active in three regions that are most affected by human trafficking: a) Ruteng (Flores), a poor and remote area where labor migration is common, thereby making the region prone to being a sending and transit area for human trafficking[6]; b) Batam (Riau Islands), is situated close to Singapore and as a result a hotspot for (forced) prostitution[7]; c) Jakarta. Good Shepherd Sisters employs the following activities in the three regions supported by the MFSII Project[8] :

1. **Jakarta**: Good Shepherd Sisters mostly focuses on advocacy, providing services to victims of trafficking and human development programs for the poor and single mothers. The activities include:
   - Anti-trafficking center (outreaching, sheltering, data gathering, disseminating issue, networking).
   - Single Mother Services (advocacy through research, strengthening individual and community, parenting programs, scholarship for children, vocational training).
   - Women empowerment program (income generating, training on gender).
   - Family and Youth Program (family counseling).

   Reunification (They pursued reunification of their client with their family members by calling them and inviting them to their shelter to meet and to accept their clients in whatever condition is).[9]
2. **Ruteng (Flores)**: the center in Flores is involved in rural community development and advocacy. The focus is on providing economic support and education opportunities especially to the family of migrant workers. The activities include:
   - Women Empowerment Program (Micro credit, monthly meeting, training on gender)
   - Scholarship for rural children.
   - Anti-trafficking Center (outreaching, sheltering, data gathering, disseminating data, networking). It also includes raising awareness through socialization to schools and parochial. In Ruteng they also give assistance to victims by providing a safe house, repatriation and

4 Bahasa Indonesia_Notulensi_GSS (2014).
5 Press Freedom 2.0 (2011) Beoordelingsmemo incl. kenschets Good Shepherd Sisters - Preventie vrouwenhandel en advocacy voor de slachtoffers
6 Oteman, M. (2012) External Evaluation of Good Shepherd Sisters
7 Oteman, M. (2012) External Evaluation of Good Shepherd Sisters
8 Good Shepherd Sisters (2011) Project Proposal Anti-Trafficking Phase 2
9 Good Shepherd Sisters (2014). Final Report.

reunification. Furthermore, there is health assistance for ex foreign workers who have returned home, and they work together with the government to provide HIV/AIDS tests.

3. **Batam**: main activities are around the crisis centre, it serves as a temporary shelter for women and girls in crisis situation. The activities include:
   - Community anti-trafficking program (teenage folk theatre, outreaching, data gathering, networking).
   - Crisis Center (sheltering).
   - Reunification

Capacity building for teachers of Good Shepherd Sister's teachers who taught in slum area. This activity is conducted to make teachers aware of trafficking and capable to facilitate discussion on human trafficking with parents of their students.

2.3 Contracting details

When did cooperation with this partner start: 1st July 2009.

What is the MFS II contracting period: 5-1-2013 to 4-1-2014

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

The Good Shepherd Congregation was founded in 1835 in Angers (France) by Zr. Mary Euphrasia Pelletier. It is an international congregation with about 5,000 members and it operates in 73 countries on five continents. The Good Shepherd Sisters in Indonesia are founded in 1927 and are active in 8 different locations in Indonesia: Jakarta, Tangerang, Bogor, Bantul (near Yogyakarta) and Yogyakarta on Java, Marau (Kalimantan near Pontianak), Ruteng (Flores) and Batam (Riau Islands).[10]

For the detailed description of the history of the organization please see appendix A, where the historical time line of GSS is described as developed during the baseline workshop.

Vision

The vision of Good Shepherd Sisters is to"make visible the merciful God, the very best friend of each person who is wounded, marginalized, and morally fragile". [11]

Mission

Good Shepherd Sisters mission is: *"We are committed to reaching out each person with respect to living values and human dignity. We also bring the spirit of reconciliation be with our selves, other person, nature, and the almighty God."* Their goal is to bring: *"Services to those who are marginalized and broken, especially women and children."* [12]

[10] Oteman, M. (2012) External Evaluation of Good Shepherd Sisters
[11] Good Shepherd Sisters (2011) Project Proposal Anti-Trafficking Phase 2
[12] Good Shepherd Sisters (2011) Project Proposal Anti-Trafficking Phase 2

Strategies

For this project Good Shepherd Sisters formulated the following overall objective: *"Our purpose is to provide potential human trafficking victims information through various sources before they are trapped to migrate to other areas for anticipation of better future. Through community and religious networks we want to disseminate information about complexity of this issue so that this knowledge should be public and subsequently in long term we want to decrease human trafficking through community involvement by building sustainable way to prevent human trafficking."* [13]

The activities of Good Shepherd Sisters are dedicated to one of the following goals[14]:

To prevent people in sender area to be victim of trafficking
To provide direct services for victims of trafficking
To promote the importance of respecting human dignity that has been neglected by people in globalized world.

Unit of analysis

The unit of analysis is decided as GSS but the field work has been carried out at GSSWC, which is part of GSS Indonesia. GSS Indonesia is working in 9 Communities in 8 districts, while GSSWC is only working in 3 Communities in 3 districts. GSSWC received funds directly from MM not through GSS Indonesia, but is not a separate legal entity. The focus of this baseline has been on GSSWC.

[13] Good Shepherd Sisters (2011) Project Proposal Anti-Trafficking Phase 2
[14] Good Shepherd Sisters (2011) Project Proposal Anti-Trafficking Phase 2

3 Methodological approach and reflection

3.1 Overall methodological approach and reflection

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012[15].

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

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

The information on the indicators was collected in different ways:

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

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

Key steps to assess changes in indicators are described

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

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

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

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

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

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

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

3.3.1 Selection of SPOs for 5C process tracing

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

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

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

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

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

3.3.2 Key steps in process tracing for the 5C study

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

Key steps in process tracing for the 5C study

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

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 ECPAT that have taken place since 2011 are described. The information is based on the information provided by Mensen met een Missie.

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
MM Capacity Scan by Independent consultant in 2012	Evaluate the organization's capacity development needs and highlight opportunities for growth	Capacity scan, evaluation report and recommendations for follow-up. Basis for collective as well as individual capacity building trajectories.	July-August 2012	2000 Euro
Capacity building on Anti-trafficking	Highlight Anti-trafficking mission of GSS in light of the organization	Discussion and workshop	August 2012	700 Euro
Training on law enforcement	Increasing knowledge on the processes of law enforcement	3 day training and exchanging knowledge	5-8 Februari 2012	6320 Euro
Project Cycle Management training	Increase knowledge on project cycle management	One week training on PCM	Late 2014	18000 Euro (for all partners in MFSII program – not exclusively ECPAT)

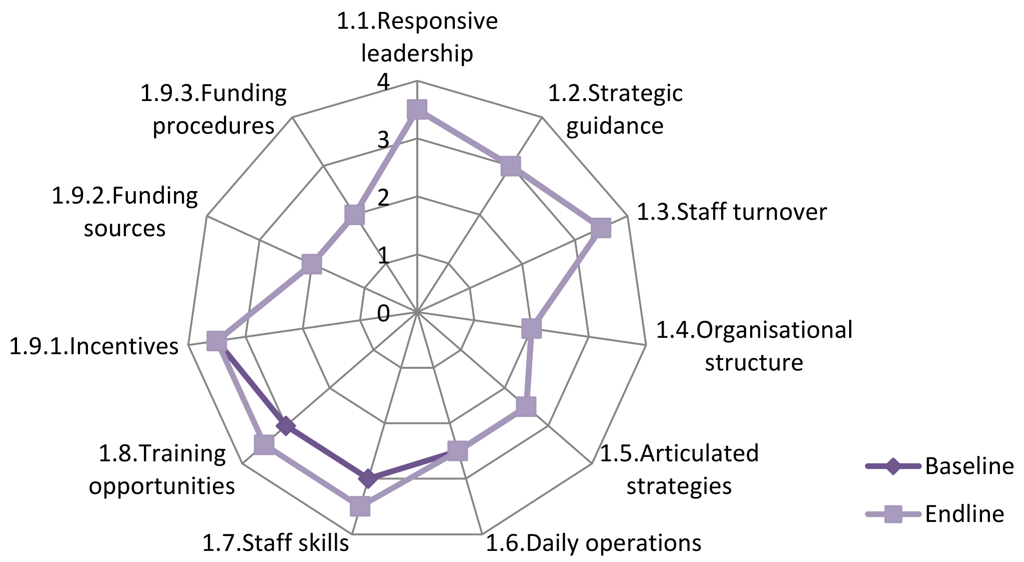
Source: 5C endline_support to capacity development sheet_CFA perspective_Indonesia_ECPAT

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

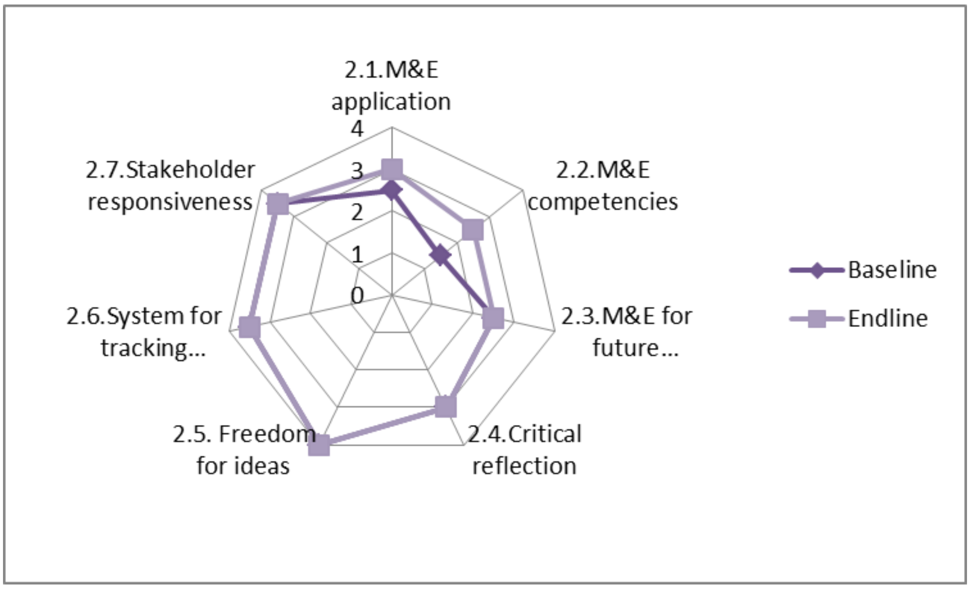


Summary Capability to act and commit

Mostly GSSWC is still in the same situation as it was during the baseline evaluation. The organization has a capable and dedicated team of staff and project leaders, although there is still a requirement to further enhance staff skills, particularly in the area of anti-trafficking. However, training has been provided in terms of community empowerment, working with victims of violence, networking, anti-trafficking training for religious leaders, finance management, and law in handling trafficking that funded mostly by MM, with a small number of training contributed independently by a consultant that came from the volunteer organisation. The staff is very motivated to do the work, mainly because of acting from their faith, even though financial benefits are minimal. However, they work under difficult conditions and a high workload. The leadership model in GSSWC is not hierarchical and there is no single person making the decisions, but decision-making can be inefficient and unclear. There have been no changes to the organizational structure of GSSWC and donors often don't understand the difference between GSS Indonesia Province and GSSWC as in the baseline. The GSS Indonesia Province has developed the strategic plan and this is adopted by the GSSWC. They discuss the vision, program, ideas, and strategies together with the project implementing persons, and day-to-day activities are based on the vision and mission of the organisation, but a strategic plan developed independently by GSSWC is lacking. It mostly refers to the GSS Indonesia Province strategic plan. However, the strategic plan for GSSWC is being developed for the period 2014-2020. GSS is still mainly depending on Mensen met een Missie (MM) for financial support, and generally they are lacking procedures to secure funding.

Score: From 2.8 to 2.9 (very slight improvement)

Capability to adapt and self-renew

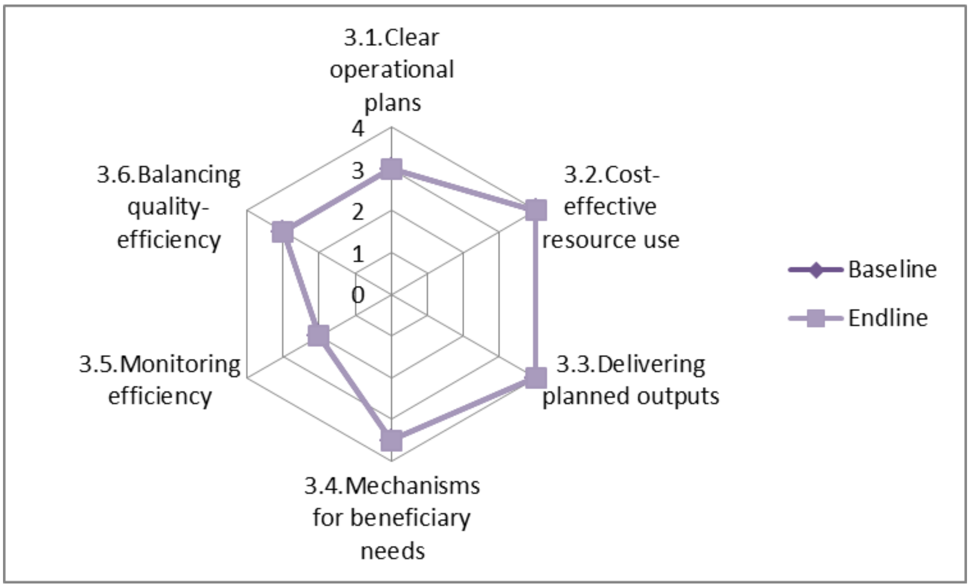


There is still no comprehensive monitoring and evaluation system in place and the monitoring and evaluation is mainly focused on activities and outputs and mostly at the project level. This is a small organization taking on a tremendous and controversial topic in a sometimes hostile atmosphere. The issue taken care by the organization (trafficking, unwanted pregnancy or single mother) are uncommon issues discussed inside the church and to some extent might not conform to the church values. Learning and adaptation about this process and what works best is a reflective and iterative process, which the organization is well aware of. This learning is not always evaluated and / or planned systematically but it is recognized and receives sufficient follow-up. The main improvement in regard to this capability is that there is now a person responsible for monitoring and evaluation, and the position is embedded to the roles of program manager. This person requests bimonthly reports from the different regions and there is a special monitoring and evaluation meeting once or twice a year. However, monitoring and evaluation mainly remains in the hands of this monitoring and evaluation officer and there is a need to enhance the capacity and responsibility of the regions in monitoring and evaluation. At GSS the different communities of sisters have a meeting every 2 weeks. For GSSWC the internal contacts are planned more informally. During these meetings work related issues are discussed. For now only one M&E person (the program manager) member tries to contact the project every month to follow the M&E developments.

In general, GSS is a very participative organization and all feedback from staff and others is welcome and is taken seriously. The leaders are very open to input, and let people know what they have done with it. The strength of the GSSWC is their network with all relevant local stakeholders, which includes beneficiaries but also locations and connections such as hospitals, law enforcement agencies, local government, airport customs, ports, and shelters. GSS works closely together with the diocese and this has resulted in a good work atmosphere and mutual strengthening, which also supports the organisation in tracking the environment. There is no systematic assessment of services in place for future strategies, since the organisation mainly focuses on monitoring of activities and outputs at the project level, not outcomes and impact. .

Score: from 2.9 to 3.1 (very slight improvement)

Capability to deliver on development objectives

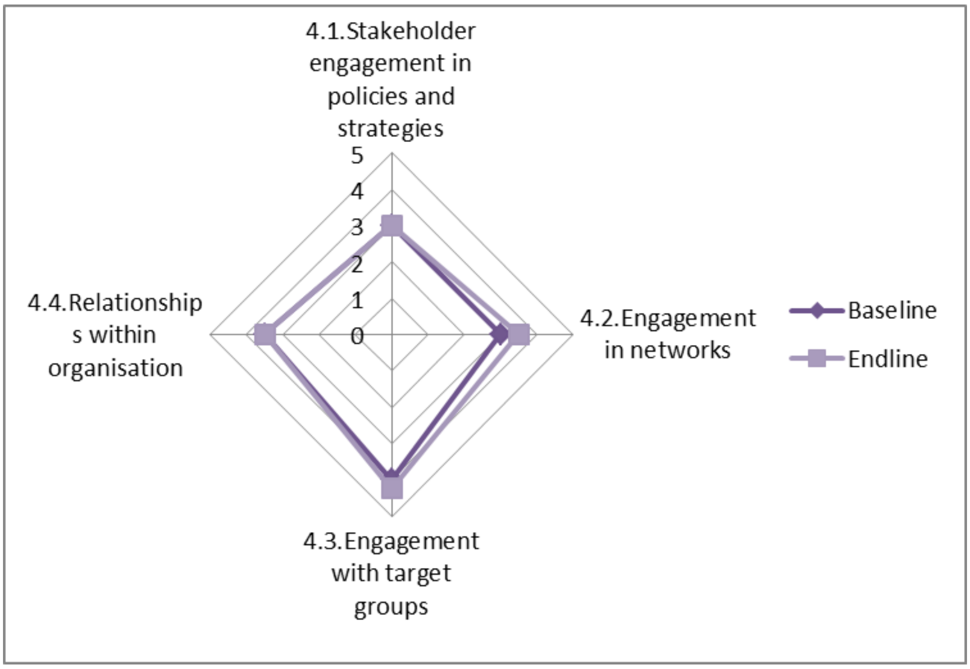


The endline showed the same quality as the baseline. The GSSWC continues to work according to operational plans, but their activities cannot always be planned. For example when confronted with a victim of abuse, they have to adapt to the situation and environment at hand. The number of victims cannot be predicted beforehand. They have guidelines on how to work with vulnerable people. It may not have been formalized into protocols, but they all know what to do. Furthermore, each project has an operational work plan and budget that is used for day to day operations. Often however, there is not enough funding and they must choose which activities can be implemented or look for help from other people. Staff compensation in terms of salary remains low. Office facilities are limited which forces staff members to bring their own equipment, like computer or vehicles, but they can get reimbursement for transportation costs. In this way organizational costs are kept low and the staff therefore feels that they work cost-effectively. Moreover, the implementation of program activities are supported by many volunteers. GSS continuous to deliver outputs on time and presents the results in reports managed by the program managers. The organization makes a point of staying lean and adaptive, and may alter plans, outputs and activities if they feel that this is in the beneficiaries' best interest.

Close communication and involvement of the beneficiaries remains key to GSSWC's working approach that has remained unchanged over the last two years. Beneficiaries are included in the formulation and design of programs, but also in the assessment of their impact through active discussions. They also gather information on delivered services for beneficiaries need through surveys in which questionnaires are disseminated through the parish church. Similar to M&E there is no formal system that allows GSSWC to monitor its efficiency. GSSWC adopts a very flexible way of managing programs and can change directions during their implementation. This makes monitoring of efficiency difficult.

Score: From 3.2 to 3.2 (no change)

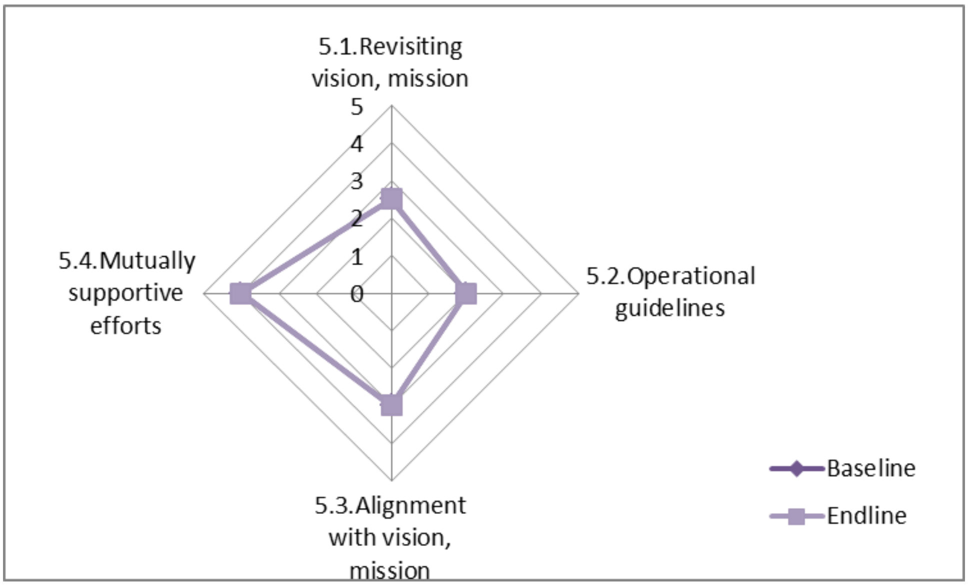
Capability to relate



The network of the GSSWC can be considered selective with a strong focus on Catholic partners like dioceses, parishioners, bishops, members of different church commissions and congregations, and local volunteers. However, they do not engage external groups in developing GSSWC policies and strategies however. GSS realizes that they need to invest more in external partners on the level of developing their own policies and strategies The GSSWC works together with institutions that are relevant to their beneficiaries. Their network is well established, extending all over Indonesia. The sisters make regular visits to their target groups. There is a monthly meeting of the single mother community in Jakarta, the sisters visit victims of trafficking in Bambu Apus every week, and they have daily interaction in their own shelters. There is an open atmosphere and everyone is free to speak their mind. This can be done informally and if necessary over the phone, but there are also more formal opportunities to do so in the form of regular meetings.

Score: From 3.4 to 3.6 (very slight improvement)

Capability to achieve coherence



The end line showed the same quality as the baseline. GSSWC is part of an GSS Indonesia Province which falls under an international congegration. The vision and mission are decided at the international level, and are then specified according to the situation in Indonesia. The program manager and coordinator discuss the vision and mission every year before starting to plan for a new program, and the projects are in line with the vision and mission and also contextualized. In one place it is rescue, in another it is prevention. So the strategies depend on location, context and how the project coordinators form the link among them. Efforts in one project complement and support efforts in other projects for example the program on economic empowerment supports the program aimed at single mothers, which in turn supports the anti-trafficking program. In terms of having operational guidelines, GSSWC as a number of guidelines in place, for example on how to work with vulnerable groups. However, guidelines will be different between the three regions because of their different situation, and they will not cover all activities.

Score: From 2.9 to 2.9 (no change)

4.2.2 General changes in the organisational capacity of the SPO

During the end line workshop at GSS, a discussion was held around what staff perceived as the key changes in in the organization since the baseline. This then led to a discussion on what were the key organizational capacity changes and why these changes have taken place according to staff present at the end line workshop. The discussion resulted in a 'general causal map' which is described below. The general causal map provides a comprehensive picture of organizational capacity changes that took place since the baseline, based on the perspective of GSS staff present at the end line workshop.

Since the baseline in 2012, several key organisational capacity changes have occurred within GSS. First of all, the organization shifted its' focus more towards the issues of single mothers and trafficking.Globally, there has been a movement within the churches to have emphasise these issues more. The movement is mostly driven by female religious leaders. GSS has also been known as the organisation that consistenly workson these issues.

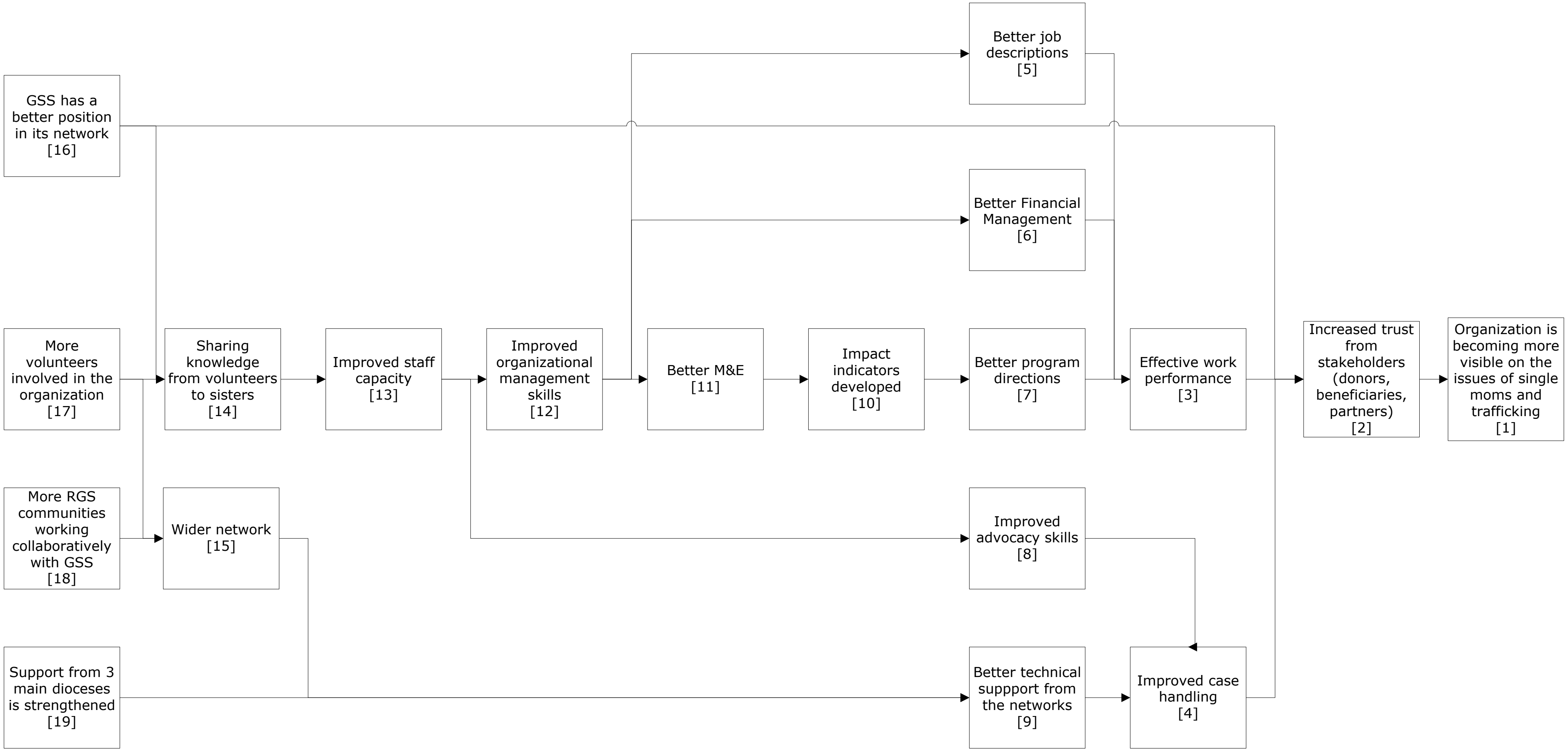
With this new focusthe organization has become more visible in dealing with the issues of single moms and trafficking [1]. According to GSS staff present at the endline workshop, increased trust of stakeholders and beneficiaries in GSS to deal with these issues [2], has led to an increase in sponsored activities but also the spread of GSS's reputation in these issues.

The increase in stakeholder trust came about from three main developments:

1. First of all GSS's better positioning in the network [16] has allowed them to reach out to new partners, form new alliances and overall streamline operational processes.
2. Secondly, an increase in effective work performance [3].
3. Thirdly improved case handling and quality of work [4] played an important role in partners and beneficiaries development of faith in the organization.

The increase in effective work performance [3] can be related to a greater focus on specifying the work at hand. This was achieved by providing better job descriptions [5] on the one hand, and offer better overal program directions [7] on the other. The former was the direct result of a general improvement in organizational management skills and attitude [12], whilst the latter resulted from the development of clear indicators [10] which came about from improved monitoring and evaluation (M&E) practices [11]. These M&E practices were also part of overall improved organizational management skills.

These skills themselves were developed alongside a general improvement in staff capacity [13]. Staff and volunteers of GSS now have better advocacy, counseling and facilitation,and organisational management skills (financial, ME and human resources). Improved staff capacity [13] came about from an increasing degree of sharing knowledge between staff members, particularly from the field volunteers to the sisters responsible for running the programs. Narrowing the knowledge gap between field and program staff was a good starting point to specify and focus program activities to become more practice oriented.


GSS has a better position in its network [16]
More volunteers involved in the organization [17]
More RGS communities working collaboratively with GSS [18]
Support from 3 main dioceses is strengthened [19]
Sharing knowledge from volunteers to sisters [14]
Wider network [15]
Improved staff capacity [13]
Improved organizational management skills [12]
Better M&E [11]
Impact indicators developed [10]
Better job descriptions [5]
Better Financial Management [6]
Better program directions [7]
Improved advocacy skills [8]
Better technical suppport from the networks [9]
Effective work performance [3]
Improved case handling [4]
Increased trust from stakeholders (donors, beneficiaries, partners) [2]
Organization is becoming more visible on the issues of single moms and trafficking [1]

The need to share knowledgefrom volunteers to the sisters resulted from three developments. Firstly, GSS has a better position in its network. By involving Catholic Church especially diocese, enabled GSS has a better position in networking. The diocese has its power and it encouraged more Religious of Good Shepherd (RGS) communities to join and to involve GSS in serving people to decrease number of trafficking. RGS is one of congregation (Roman Catholic Religious Institute). It is abbreviated from Religious of Good Shepherd. When the human resource was proper in quality and quantity, it enabled knowledge sharing from volunteers to sisters. [14]. Secondly, an overal increase of volunteers in the organization and work activities occurred, which is made easier to share knowledge and information between volunteers and sisters. Thirdly, more RGS communities now work together with GSS, which calls for increased coordination and communication, and thus also sharing of information and knowledge.

The third and final big factor influencing the increased trust of shareholders in GSS came about from their ability to handle cases better [4]. For instance GSS has succesfully supported the establishment of Perdes (Village Regulation) in Ruteng to prevent traficking. This improvement resulted from an overall improvement in the organizations advocacy skills [8], which came along with the overall increase in staff capacity [13] and knowledge exchange with partner organizations and volunteers [14]. The second big reason why cases were handled better was that over the last two years the techical support from within GSS networks have greatly increased. This has enabled GSS to tap the expertise and in–depth knowledge of partners in the network if required.

The latter came about from more intensive networking which resulted in a wider overal network [15] on the one hand, but also the internal strengthening of GSS through the combination of efforts among three dioceses (church administrations) in Jakarta, Semarang and Ruteng [19].

On the whole, improved staff capacity as well as improved networking have been the main underlying reasons, leading to changes that led to improved trust from stakeholders, which has helped the organisation to become more visible the issues of single mothers and trafficking.

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.

Good Shepher's Sister (GSS)

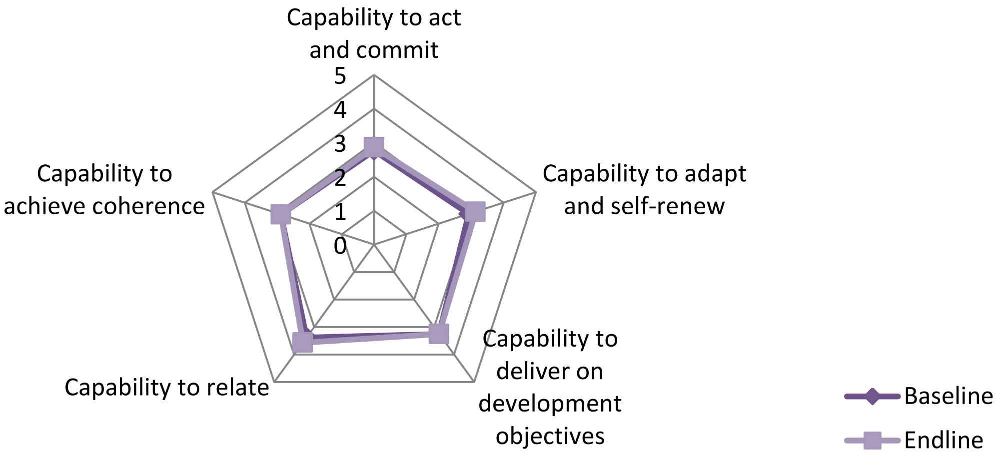
Only three people who have strong knowledge of GSS and its relation with MM funding attended the endline workshop, they are the Coordinator of GSSWC, Program Manager Tangerang District and Field Staff of Tangerang District. These three people are the only people at headquarters to organise all the activities. The interview with one partner, a leader of the Diocese in Ruteng District, was not conducted was difficult to contact. The other partner, a key person who was actively involved in the program in Tangerang District was contacted to attend the endline workshop but she cancelled the attendance due to her other commitments. She was interviewed by email and the evaluator got her response. An interview with the organizational development consultant of the organization (financial consultant) was also conducted. In the GSS, there is no particular staff assigned for monitoring and evaluation, therefore no interview for this position was conducted. However, the information related to M&E was obtained from the Program Manager who has basic research and monitoring experience. The evaluator sent out all the interview sheets to all three working areas and, two out of three self-assessment sheets that were sent to Tangerang District were returned back before the field visit, but no response was obtained for two others districts.

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?*



Overall the changes in relation to the five capabilities have remained small. Out of the five, the capability to adapt and self renew has shown the greatest change. Below the changes in each of the capabilities are further explained, by referring to the specific indicators that changed.

The capability to act and commit improved slightly. Staff skills have improved slightly due to knowledge sharing between sisters and volunteers and a small increase in the number of training topics provided. Training opportunities improved as more were now available compared to 2012. These included training sessions on community empowerment, working with victims of violence, networking, anti-trafficking training for religious leaders, finance management, and law in handling trafficking.

As mentioned before, in the capability to adapt and self-renew, improvements could be seen. M&E application has improved slightly now that the organisation has a better understanding about the application and need of M&E than it did in 2012. Similarly, M&E competencies improved with the appointment of a program manager with a solid understanding of M&E.

No changes have occurred in terms of the capability to deliver development objectives.

The capability to relate improved very slightly in terms of its networking capacity. A slight improvement has occurred in the engagement in networks as the organisation has chosen to invest in its biggest area of influence: the Catholic Church. Currently GSS builds a relation with strategic institutions in implementing their work such as IOM to handle trafficking victims. A very slight improvement occurred in the engagement with target groups as well: In Batam the sisters have started with a "walk-in'' centre for working women in the prostitution areas of Batam. In this way they spend time with the women to provide counselling and teach practical skills such as computer usage, sewing, cooking and beauty classes.

No change has occurred in the capability to achieve coherence.

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 GSS 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 GSS staff, these have been captured in the general causal map in 4.2.2: more effective work performance and improved case handling. This was expected to contribute to GSS becoming more visible on the issues of single moms and trafficking. GSS staff experienced this as the most important capacity change in the organisation since the baseline.

GSS has become more visible on the issues of single moms and trafficking largely due to the increased trust from stakeholders (donors, beneficiaries and partners). This can be attributed to more effective work performance, improved case handling and the fact that GSS has a better position in its network, which has allowed them to reach out to new partners, form new alliances and overall streamline operational processes.

More effective work performance resulted from better financial management, better job descriptions and better program directions. These last two developments can be attributed to improved organizational management skills, whilst better program directions resulted from the development of impact indicators as a result of better monitoring and evaluation. Mensen met een Missie supported GSS with a one week training on M&E in 2014, which contributed to this capacity improvement. The underlying improved organizational management skills came from improved staff capacity, which can be attributed to the sharing of knowledge from volunteers to the sisters. This in turn can be attributed to more volunteers being involved in GSS (supported by MFS II capacity training on anti-trafficking), as more RGS communities are collaborating with GSS, and the more active role that GSS plays in its network.

Improved case handling was enabled by improved advocacy skills and better technical support from GSS's network. Whilst the former results from the improved staff capacity, the latter is the result from a wider network which enabled more support, as well as the direct support from three main dioceses.

In conclusion, according to the GSS staff present at the endline workshop, MFS II capacity development interventions can be tied to several of the organizational capacity changes as indicated by the SPO, although GSS did not specify exactly how. This was not the purpose of this particular exercise, since GSS was not selected for process tracing. 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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1. Project proposal 2012.doc
2. Budget 2012.pdf
2. Budget 2012.xlsx
3. Beoordelingsmemo 2012.doc
4. Revised budget 2012.doc
5. Letter of approval 2012.doc
6a. Final report 2012.doc

6b. Foto Documentation trafficking project 2012.pdf
7. Evaluation MEMO MM 2012.doc
MM Final Report single mother 2012.doc
MM Final Report-anti trafficking 2012.doc
1. Proposal 2013.doc
2. 2012.10.01 Evaluation Good Shepherd Sisters.docx
3. Beoordelingsmemo 2013.docx
4. Contract 2013.pdf
5. Answers to questions 2013.docx
6. Revised budget 2013.doc
7. Work visit notes.pdf
8a. Sanne - MM staff at RGS for capacity building.pdf
8b. Sanne - Job description.doc
8c. Eefje - MM staff at RGS for capacity building.pdf
8d. Eefje - Job description.docx
Annex 1 - B 5C endline GSS.pdf
Annex 2 - B 5C endline GSS (final report 2011).doc
Annex 3 - B 5C endline GSS - evaluation report complete PRIVATE.pdf
Annex 4 - B 5C endline GSS - Indonesia full report.pdf
Annex 5 - B 5C endline GSS - JPAI training.docx
Annex 6 - MM Final Report-anti trafficking 2012.docx
Annex 7 - B 5C endline ECPAT - PCM training proposal.docx
Annex 8 - MM Final Report-anti trafficking 2013.pdf
MM Final Report single mother 2013.pdf
MM Final Report-anti trafficking 2013.pdf
Annex A 5c endline Indonesia GSS Mensen met een Missie_DEF.doc
Annex B_5C endline_support to capacity development sheet_CFA perspective_Indonesia_GSS_MensenmeteenMissie_DEF.doc
Annex R_5c endline_observable indicators at SPO_Indoneisa_GSS.docx
BAHAS-Annex Q_5c endline observation sheet_Indonesia_GSS.doc
BAHASA- Annex endline interview guide_subgroup_parnert_Kristi Poewandari_Indonesia_GSS.docx
BAHASA-Annex C-endline_support to capacity development sheet_SPO perspective_Indonesia_GSS.doc
BAHASA-Annex E_5c endline interview guide_OD consultants_selected indicators_Indonesia_GSS.docx
BAHASA-Annex L_5c endline interview guide_subgroup_management_selected indicators_Indonesia_GSS.doc
BAHASA-Annex M_5c endline interview guide_subgroup_program staff_selected indicators_Indonesia_GSS.doc
BAHASA-Annex P_5c endline interview guide_subgroup_field staff_selected indicators_Indonesia_GSS.doc
BAHASA-Notulensi_Indonesia_GSS.docx

List of Respondents

People Present at the Workshops

Date: **30 June – 1 July 2014** **Organisation: Good Shepherd Sisters**

NAME	ROLE IN THE ORGANISATION	DURATION OF SERVICE	PHONE	E-MAIL
Management				
SusterCaeciliaSupriyati, RGS	Coordinator of GSSWC	12 years	0813-8016-305	cecil_rgs@yahoo.com
Program/ Project staff				
Imakulata Kurniasanti	Program Manager	5 years	0858-8185-6478	gsswc.id@gmail.com
Field staff staff				
Sister Tasiana Emi, RGS	Field staff	5 years	0813-8313-3419	siana_rgs@yahoo.com

List of People Interviewed

Date: **30 June – 1 July 2014** **Organisation: Good Shepherd Sisters**

NAME	ROLE IN THE ORGANISATION	DURATION OF SERVICE	PHONE	E-MAIL
Management				
SusterCaeciliaSupriyati, RGS	Coordinator of GSSWC	12 years	0813-8016-305	cecil_rgs@yahoo.com
Program/ Project staff				
ImakulataKurniasanti	Program Manager	5 years	0858-8185-6478	gsswc.id@gmail.com
Field staff staff				
Sister Tasiana Emi, RGS	Field staff	3 years	0813-8313-3419	siana_rgs@yahoo.com
Others				
Ambar	Consultant	2 years		

Appendix 1 Methodological approach & reflection

Introduction

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

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

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

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

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

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

Changes in partner organisation's capacity – evaluation question 1

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

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

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012.[16] 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.

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

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

Key steps to assess changes in indicators are described

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

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

Below each of these steps is further explained.

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

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

General questions about key changes in the capacity of the SPO

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

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

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

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

3. *What interventions, actors and other factors explain this change compared to the baseline situation in 2012? Please tick and describe what interventions, actors or factors influenced this indicator, and how. You can tick and describe more than one choice.*
   - Intervention, actor or factor at the level of or by **SPO**: ....
   - Intervention, actor or factor at the level of or by the **Dutch CFA (MFS II funding)**: .... .
   - Intervention, actor or factor at the level of or by the **other funders**: ....
   - **Other** interventions, actors or factors: ....
   - Don't know.

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

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

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

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

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

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

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

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

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

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

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

- Annual progress reports;
- Annual financial reports and audit reports;
- Organisational structure vision and mission since the baseline in 2012;
- Strategic plans;

- Business plans;
- Project/ programme planning documents;
- Annual work plan and budgets;
- Operational manuals;
- Organisational and policy documents: finance, human resource development, etc.;
- Monitoring and evaluation strategy and implementation plans;
- Evaluation reports;
- Staff training reports;
- Organisational capacity reports from development consultants.

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

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

Meanwhile the in-country team prepared and organised the logistics for the field visit to the SPO:

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

General causal map

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

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

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

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

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

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

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

An endline workshop with the SPO was intended to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Background information on process tracing

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

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

- Theory testing process tracing uses a theory from the existing literature and then tests whether evidence shows that each part of hypothesised causal mechanism is present in a given case, enabling within case inferences about whether the mechanism functioned as expected in the case and whether the mechanism as a whole was present. No claims can be made however, about whether the mechanism was the only cause of the outcome.
- Theory building process tracing seeks to build generalizable theoretical explanations from empirical evidence, inferring that a more general causal mechanism exists from the fact of a particular case.
- Finally, explaining outcome process tracing attempts to craft a minimally sufficient explanation of a puzzling outcome in a specific historical case. Here the aim is not to build or test more general theories but to craft a (minimally) sufficient explanation of the outcome of the case where the ambitions are more case centric than theory oriented.

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

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

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

Selection of SPOs for 5C process tracing
Process tracing is a very intensive methodology that is very time and resource consuming (for development and analysis of one final detailed causal map, it takes about 1-2 weeks in total, for different members of the evaluation team). It has been agreed upon during the synthesis workshop on 17-18 June 2013 that only a selected number of SPOs will take part in this process tracing for the

purpose of understanding the attribution question. The selection of SPOs is based on the following criteria:

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

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

ETHIOPIA

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

Table 1

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

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

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

Source: country baseline report, Ethiopia.

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

Table 2
SPOs selected for process tracing – Ethiopia

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

INDIA

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

Table 3

The extent to which the Dutch NGO explicitly targets the following capabilities – India[17]

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

[17] 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

4.

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

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

- A **detailed causal map** (or **model of change)** = the representation of all possible explanations – causal pathways for a change/ outcome. These pathways are that of the intervention, rival pathways and pathways that combine parts of the intervention pathway with that of others. This also depicts the reciprocity of various events influencing each other and impacting the overall change.
- A **causal mechanism** = is the combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome (Beach and Pedersen, 2013, p. 176).
- **Part** or **cause** = one actor with its attributes carrying out activities/ producing outputs that lead to change in other parts. The final part or cause is the change/ outcome.
- **Attributes of the actor** = specificities of the actor that increase his chance to introduce change or not such as its position in its institutional environment.

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

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

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

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

The CFA was asked to describe all the MFS II supported capacity development interventions of the SPO that took place during the period 2011 up to now. The CDI team reviewed this information, not only the interventions but also the observed changes as well as the expected long-term changes, and then linked these interventions to relevant outcomes in one of the capabilities (capability to act and commit; and capability to adapt and self-renew).

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

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

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

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

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

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

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

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

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

Note: the outcome areas were to be formulated as intermediates changes. For example: an improved monitoring and evaluation system, or enhanced knowledge and skills to educate the target group on climate change. Key outcome areas were also verified - based on document review as well as discussions with the SPO during the endline.

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

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

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

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

A model of change of good quality includes:

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

A model of change (within the 5C study called a ‘detailed causal map’) is a complex system which produces intermediate and long-term outcomes by the interaction of other parts. It consists of parts or causes that often consist of one actor with its attributes that is implementing activities leading to change in other parts (Beach & Pedersen, 2013). A helpful way of constructing the model of change is to think in terms of actors carrying out activities that lead to other actors changing their behaviour. The model of change can be explained as a range of activities carried out by different *actors* (including the CFA and SPO under evaluation) that will ultimately lead to an outcome. Besides this, there are also ‘*structural*’ elements, which are to be interpreted as external factors (such as economic conjuncture); and *attributes* of the actor (does the actor have the legitimacy to ask for change or not, what is its position in the sector) that should be looked at (Beach & Pedersen, 2013). In fact Beach and Pedersen, make a fine point about the subjectivity of the actor in a dynamic context. This means, in qualitative methodologies, capturing the changes in the actor, acted upon area or person/organisation, in a non sequential and non temporal format. Things which were done recently could have corrected behavioural outcomes of an organisation and at the same ime there could be processes which incrementally pushed for the same change over a period of time. Beach and Pedersen espouse this methodology because it captures change in a dynamic fashion as against the methodology of logical framework. For the MFS II evaluation it was important to make a distinction between those paths in the model of change that are the result of MFS II and rival pathways.
The construction of the model of change started with the identified key organisational capacity change/ outcome, followed by an inventory of all possible subcomponents that possibly have caused the change/ outcome in the MFS II period (2011-up to now, or since the baseline). The figure below presents an imaginary example of a model of change. The different colours indicate the different types of support to capacity development of the SPO by different actors, thereby indicating different pathways of change, leading to the key changes/ outcomes in terms of capacity development (which in this case indicates the ability to adapt and self-renew).

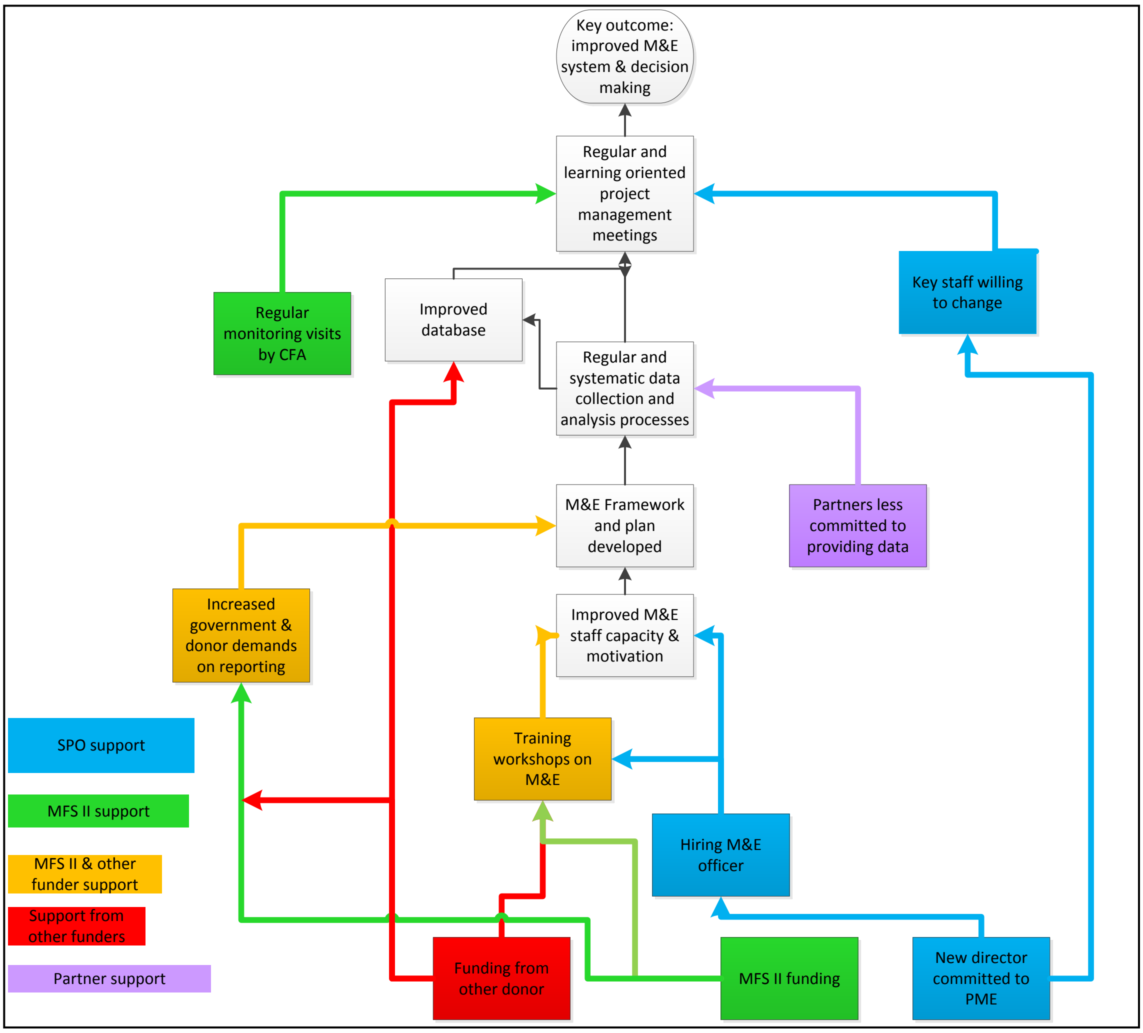


Figure 1 *An imaginary example of a model of change*

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

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

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

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

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

Types of evidence to be used in process tracing

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

Source: Beach and Pedersen, 2013

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

Table 9

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

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

Please note that for practical reasons, the 5C evaluation team decided that it was easier to integrate the specific questions in the narrative of the initial causal map. These questions would need to be addressed by the in country team during the process tracing workshop so as to discover, verify or discard particular causal mechanisms in the detailed, initial causal map. Different types of evidence was asked for in these questions.

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

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

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

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

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

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

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

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

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

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

Explaining factors – evaluation question 4

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

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

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

Methodological reflection

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

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

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

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

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

A few remarks need to be made:

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

Utilisation of the evaluation

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

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

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

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

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

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

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

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

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

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

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

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

Description of Endline Indicators ECPAT Indonesia

Capability to Act and to 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.

The endline shows the same quality as the baseline with regard to responsive leadership. The leadership model in Good Shepherd Services for Women and Children (GSSWC), which falls under Good Shepherd Sisters (GSS) Indonesia Province, is not hierarchical and there is no single person who makes all decisions. Rather, many decisions are based on dialogue. GSSWC is an institution founded by the Good Shepherd Sisters of Indonesia province and operated by the Good Shepherd Sisters and lay partners.
The sisters do not just give instructions to the staff; they lead by example and encourage staff to understand the values of spirituality. The staff is given a lot of freedom to decide for themselves what to do. As pointed out by several people, the weakness of this system is inefficiency in decision making. It takes a long time to make a decision, and sometimes the decision is not clear. Some staff members expressed a feeling of having to face problems alone.

At the beginning of March 2014 GSS Indonesia Province has started a new chapter with a clearer view on mission, vision and spirituality. They have asked several lay partners to join in this new step. GSS Indonesia Province tries to work on the basis of people own initiative, especially for the sisters to take their own responsibility if they need change(s). By involving the lay partners more actively they hope to increase the communication between the different parties involved. A new GSS provincial sister has been chosen for 6 years starting June 2014. The Province Leader has ordinary authority over the province and is its official representative under the congregational leader. Her role is one of spiritual and apostolic leadership, service and love. The province leader's term of office is six years. She has also served as a member of the Justice and Peace Team in the Province of Indonesia. This sister is aware of some of the problems at the level of communication and decision-making. The organization hopes that she can make a positive change to make sure all partners both sisters as lay-partners are involved in the GSSWC work.

Score: From 3.5 to 3.5 (no change)

1.2. Strategic guidance: 'Leaders provide appropriate strategic guidance (strategic leader and operational leader)'
This is about the extent to which the leader(s) provide strategic directions

There were no changes on this indicator. The sisters are well informed about what their beneficiaries want, and how to achieve these goals. They discuss the vision, program, ideas, and strategies together with the project implementing staff. Program staff has sufficient freedom to be creative, which is why the sisters are not giving detailed strategic coaching but they discuss what programs need to be implemented in the next years. This situation creates a real work basis. Routine activities and procedures are not formalized or written but the project staff shows good understanding of the activities. There is a provincial level strategic plan which functions as "umbrella" in the program implementation. The strategic plan was developed by the GSS Indonesia province and followed by GSSWC in all branches. The core team directs the program officers in the field related to the activity content to be in line within the "umbrella". Currently the situation is still the same. GSSWC has a work plan that they follow but there is space and opportunity to be flexible. The sisters and staff work at grassroots level and really focus on the day to day needs for their target groups. GSSWC trust their staff and give them space to work within the GSS framework.

Score: From 3 to 3 (no change)

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

No change has occurred in terms of staff turnover since 2012. Most of the staffs are still volunteers, although more volunteers have offered their services to the organization through friend-to-friend recommendations. GSS is still facing the same problem regarding financial insecurities. For example many of the teachers at the schools of GSS are not sure it they will be paid by the end of the month. GSS struggles to provide sufficient financial security for the staff members. Because both staff and lay partners feel a lot of motivation and satisfaction for the work of GSS they decide to stay committed. GSS is currently trying to add new people to the teams. Most of them are volunteers so they don't receive any financial support.

Score: 3.5 to 3.5 (no change)

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

There have been no changes to the organizational structure of GSS Indonesia Province and GSSWC and donors often do not understand the difference between GSS and GSSWC as in the baseline. Current management of GSSWC consists of nine core persons including a provincial leader. The GSSWC has a program manager who has the role mainly to create programmes to increase options for women at risk of trafficking.

Score: 2 to 2 (no change)

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

There is no change in the achievement against this indicator since the baseline. Learning and adaptation about the process and what works best, is a reflective and iterative process which the organization is well aware of. The GSSWC thinks about their experiences in projects and the consequences for their work. It may not be formally written down, but experiences in one year do have an effect on their work the next year. There still is a learning cycle. This learning is not planned systematically in formal M&E, but it occurs informally based on discussions and impacts on beneficiaries. The importance is recognized and evaluations receive sufficient follow-up. There is an overall strategic plan which functions as "umbrella" in the program implementation.

Score: 2.5 to 2.5 (no change)

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 GSSWC strategic plan refers to the GSS Indonesia Province strategic plan. At this point the GSS sisters are focusing on designing a strategic plan (as part of the new chapter 2014-2020) to guide the current way of working and activities with the vision and mission of GSS. The vision and mission of GSS are reflected in the work/activities. As a result, many activities that have been planned are actually realized, despite of low funding and staffing. The organization has stated that it prefers to make plans every year rather than applying for a 2-year or 3-year budget with MM. The reason for this is the shifting local context and the personal insecurity if the staff members will be appointed in the same locations for more years.

Score: From 2.5 to 2.5 (no change)

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.

There is a slightly improvement in this indicator. All people that were consulted from outside the organization consider the GSSWC to be capable and dedicated. There is knowledge shared between volunteers and sisters. The implication of these knowledge sharing are:

a. improved capacity in facilitating beneficiaries with social and psychological skills to be more confident and brave to take a decision and there is a reintegration process;
b. improved managerial capacity including integrating the aspect of monitoring and evaluation in reporting form, for example the financial reports, and better in financial management;
c. improved advocacy capacity so that the stakeholders have the same understanding about the single mom and trafficking issues. One of the results is there is a village regulation about anti-trafficking (in Ruteng) stating that every person in a village who wants to make a birth certificate documentation should use baptismal certificate.

Furthermore, training has been provided on the following topics: community empowerment, working with victims of violence, networking, anti-trafficking training for religious leaders, finance management, and law in handling trafficking.
However, another stakeholder said that currently some of the GSS sisters are lacking basic knowledge on the subject of for example human trafficking or victim care. It will be necessary to make an assessment of the current level of education and skills regarding the work that is being done. Not all staff members are placed in the right position to do their work to their full potential. It will benefit the overall work of GSSWC if an investment can be made in necessary skills on both anti-trafficking training and generic skills for daily activities. Due to the dedicated atmosphere at GSSWC the staff manages to fulfill their work and work together to combine their strengths.

Score: From 3 to 3.5 (Slight improvement)

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

More opportunities for staff training were available since 2012. These included training sessions on community empowerment, working with victims of violence, networking, anti-trafficking training for religious leaders, finance management, and law in handling trafficking. Most of the training was funded by MM while some trained by a consultant from a volunteer organisation i.e. in financial training.

However, sometimes GSS is not able to join these meetings due to the high work pressure and busy day to day schedules while working with the complex target group. GSS feels that it will be needed to carry out a needs assessment within the GSS team (sisters and staff) to see which training opportunities are suitable and necessary.

Score: From 3 to 3.5 (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 endline showed the same quality as the baseline with respect to this indicator. Many of the staff members still express their dedication and motivation as a strong motivator to continue their work for GSS. The main motivation mentioned by the staff comes from the effect they have on beneficiaries and the satisfaction obtained from acting on their faith. Their work is their spiritual calling, and their service to the community makes the staff grateful and happy even though they do not get paid or have a high workload.

The sisters of GSS spend a lot of time with the staff and pay a lot of attention to their personal situation either at home or work. Own initiatives by staff are encouraged by GSS; the positive outcome of activities is a strong motivating factor for the staff members/ lay partners. Some of the staff also mentioned that they enjoy the variety in the work and working together as a team with the sisters. Also they have a lot of freedom at work, and they are involved in many different tasks and learn from the experience.

Score: From 3.5 to 3.5 (no change)

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

For the donor institution, GSSWC is still mainly depending on Mensen met een Missie (MM) for financial support. Besides that, GSSWC ensures that the issues they work on are included in the agenda of the diocese (church administrative unit) to ensure future funding for their work. At the local level, GSSWC supports the sisters to access funds from local level such as the Ministry of Social and Health Services. GSS receives some donations from well-wishers from the local society and there are more people who believe and support them, not just in terms of financial resources, but also by providing for example free electricity. Nonetheless, GSSWC is not really looking ahead to see how to increase the possibilities to secure funding in the long term, and they have indicated that they prefer a shorter term (annual) basis for contracts to stay flexible.

Score: From 2 to 2 (no change)

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

No changes have occurred in funding procedures for the organization. GSSWC is aware of the risks and the current situation regarding exploring new funding opportunities. There is no consistent program aimed at generating income. Small requests for funding are made to the Archdiocese, but the sisters are not accustomed to approaching big donors and cooperating with them. GSSWC really needs to start focusing on networking and establishing written funding procedures. Perhaps a training on this issue could provide them with the necessary skills. What also hinders them is that the distinction between the GSS and the GSSWC is not understood by donors. The GSSWC does not have a legal standing of its own. They do however need funds to continue their program in Batam, Ruteng and Tangerang and to develop new activities. GSSWC still manages their projects with the support of MM and the help of the Archdiocese. Especially for Batam GSSWC are facing a lot of challenges regarding funding since the local community does not contribute due to religious issues on the island.

Score: From 2 to 2 (No change)

Summary Capability to act and commit
Mostly GSSWC is still in the same situation as it was during the baseline evaluation. The organization has a capable and dedicated team of staff and project leaders, although there is still a requirement to further enhance staff skills, particularly in the area of anti-trafficking. However, training has been provided in terms of community empowerment, working with victims of violence, networking, anti-trafficking training for religious leaders, finance management, and law in handling trafficking that funded mostly by MM, with a small number of training contributed independently by a consultant that came from the volunteer organisation. The staff is very motivated to do the work, mainly because of acting from their faith, even though financial benefits are minimal. However, they work under difficult conditions and a high workload. The leadership model in GSSWC is not hierarchical and there is no single person making the decisions, but decision-making can be inefficient and unclear. There have been no changes to the organizational structure of GSSWC and donors often don’t understand the difference between GSS Indonesia Province and GSSWC as in the baseline. The GSS Indonesia Province has developed the strategic plan and this is adopted by the GSSWC. They discuss the vision, program, ideas, and strategies together with the project implementing persons, and day-to-day activities are based on the vision and mission of the organisation, but a strategic plan developed independently by GSSWC is lacking. It mostly refers to the GSS Indonesia Province strategic plan. However, the strategic plan for GSSWC is being developed for the period 2014-2020. GSS is still mainly depending on Mensen met een Missie (MM) for financial support, and generally they are lacking procedures to secure funding.

Score: From 2.8 to 2.9 (very slight improvement)

Capability to adapt and self-renew

2.1. M&E application: 'M&E is effectively applied to assess activities, outputs and outcomes'
This is about what the monitoring and evaluation of the SPO looks at, what type of information they get at and at what level (individual, project, organizational).

GSSWC now has a better understanding about the application and need of M&E than it did in 2012. There are no staff members that are trained in M&E, but there is one program manager that has worked in research and therefore has a basic understanding of monitoring and evaluation. Other staff members do not have any knowledge on this matter.
In general, GSSWC is a very participative organization and all feedback from staff and others is welcome and taken seriously. Currently one person is responsible for all M&E. This staff member requests bi-monthly reports from all regions. At this point GSSWC is having monitoring and evaluation meetings once or twice a year. There is better communication between the different regions and projects. The only issue is that the sisters really depend on the person in charge for all the M&E, to prepare the reports and do the follow-up. It would be better if the sisters from each region give their input on a more regular basis and not only if asked by the staff member. There are regular formal meetings to talk about the programs. Decisions are made collectively though discussion. At GSSWC the different communities of sisters have a meeting every 2 weeks. For GSSWC the internal contacts are planned more informally. During these meetings work related issues are discussed. For now only one M&E staff member tries to contact the project every month to follow the M&E developments. Overall, the organization monitoring and evaluation still focused activity and output at the project level.
On the whole, there is still no comprehensive monitoring and evaluation system in place and the monitoring and evaluation is mainly focused on activities and outputs.

Score: From 2.5 to 3 (Slight improvement)

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

There is still no dedicated M&E staff member in place, but there is one program manager that has worked in research and therefore has a basic understanding of monitoring and evaluation. Other staff members do not have any knowledge on this matter. The program manager requests reports every two months from all regions in Indonesia. This is input for special M&E meeting once or twice a year. There is still a lot of room for improvement of M&E capacity amongst the other staff members however, as currently everybody relies on a single person to collect, analyse and follow up on results gathered through the M&E process. The plan for the future is that one person is responsible for all M&E.

Score: From 1.5 to 2.5 (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.

Whereas during the baseline there was no systematic assessment of services in place for future strategies, currently, the monitoring results are communicated to be followed up in the program activities through the program manager that takes roles as an M&E person in the organization. The information is mostly on the activity and output at the project level, not yet to the outcome and impact. However, follow up is slow as only a single person is tasked with the M&E activities in GSSWC.

Score: Score 2.5 to 2.5 (no change)

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

The endline showed the same quality as the baseline with respect to this indicator. Both formal and informal communication between staff members occurs regarding program activities. It is unclear whether there is a specific schedule or frequency to meetings for feedback. Overall however, the GSSWC remains a participative organization and all feedback from staff and others is welcome. For example, they request their clients in shelters to evaluate their services and also request all participants, facilitators, staff and volunteers to evaluate the programs. It is not clear to what extent the meetings are really critically reflective in nature and also informs future strategies.

Score: From 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 staffs feel that ideas they bring for implementation of the program are welcomed and used.

There is no change regarding this indicator. The atmosphere is still open. All staff members agree that they are welcome to give their ideas, that they are stimulated to do so, and that they all can have a say about solutions. The leaders are very open to input, and let people know what they have done with it.

Score: From 4 to 4 (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.

GSSWC is still in the same situation with the last baseline. GSSWC's network remains to be one of their prime assets. Their network is well established, also with people who support their work in kind like priests. The GSSWC are part of a network extending all over Indonesia, including schools and hospitals, where victims can be found. All sister congregations are involved in this network. Additionally, there is the mailing list of GSS International, JPIC that gives information on the Asia-Pacific region, a church-owned website that informs about the situation in Indonesia, and at the diocese level there are monthly newsletters. GSSWC has really been investing in the contact with the diocese.

They are working closely together and use the different networks to strengthen their contacts. GSSWC does realize that they need to invest in their network to stay up to date with trends and developments in their working area i.e. by actively strengthening the communication within the networks by sharing GSSWC publications and being actively involved in the discussions.

Score: From 3.5 to 3.5 (no change)

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.*

GSSWC has been investing a lot working contacts on different levels. However, even though they are open to all outside parties, the focus lies on their network within the church. GSSWC works closely together with the diocese and other churches based organization and this has resulted in a good work atmosphere and mutual strengthening. Through this way they hope to strengthen their influence within the church structures.
There is no clear vision on how to respond to stakeholders, and although there is more stakeholder trust in what GSSWC has done. Additionally, they hold regular meetings with beneficiaries, for example target group meetings or focus group discussions. The reason for holding the regular meetings is to build the trust and enhance the beneficiaries skill as a single mother. The beneficiaries give information about their own personal and social situation, and are also involved in decisions regarding themselves in the crisis center.

Score: From 3.5 to 3.5 (no change)

Summary capability to adapt and self-renew
There is still no comprehensive monitoring and evaluation system in place and the monitoring and evaluation is mainly focused on activities and outputs and mostly at the project level. This is a small organization taking on a tremendous and controversial topic in a sometimes hostile atmosphere. The issue taken care by the organization (trafficking, unwanted pregnancy or single mother) are uncommon issues discussed inside the church and to some extent might not conform to the church values. Learning and adaptation about this process and what works best is a reflective and iterative process, which the organization is well aware of. This learning is not always evaluated and / or planned systematically but it is recognized and receives sufficient follow-up. The main improvement in regard to this capability is that there is now a person responsible for monitoring and evaluation, and the position is embedded to the roles of program manager. This person requests bimonthly reports from the different regions and there is a special monitoring and evaluation meeting once or twice a year. However, monitoring and evaluation mainly remains in the hands of this monitoring and evaluation officer and there is a need to enhance the capacity and responsibility of the regions in monitoring and evaluation. At GSS the different communities of sisters have a meeting every 2 weeks. For GSSWC the internal contacts are planned more informally. During these meetings work related issues are discussed. For now only one M&E person (the program manager) member tries to contact the project every month to follow the M&E developments.
In general, GSS is a very participative organization and all feedback from staff and others is welcome and is taken seriously. The leaders are very open to input, and let people know what they have done with it. The strength of the GSSWC is their network with all relevant local stakeholders, which includes beneficiaries but also locations and connections such as hospitals, law enforcement agencies, local government, airport customs, ports, and shelters. GSS works closely together with the diocese and this has resulted in a good work atmosphere and mutual strengthening, which also supports the organisation in tracking the environment. There is no systematic assessment of services in place for future strategies, since the organisation mainly focuses on monitoring of activities and outputs at the project level, not outcomes and impact. .

Score: from 2.9 to 3.1 (very 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.

The endline showed the same quality as the baseline. The GSSWC continues to work according to operational plans, but their activities cannot always be planned. For example when confronted with a victim of abuse, they have to adapt to the situation and environment at hand. The number of victims cannot be predicted beforehand They have guidelines on how to work with vulnerable people. It may not have been formalized into protocols, but they all know what to do. Furthermore, each project has an operational work plan and budget that is used for day to day operations. Often however, there is not enough funding and they must choose which activities can be implemented or look for help from other people.

Score: From 3 to 3 (no change)

3.2. Cost-effective resource use: 'Operations are based on cost-effective use of its resources'
This is about whether the SPO has the resources to do the work, and whether resources are used cost-effectively.

There is no change in the achievement against this indicator. Staff compensation in terms of salary remains low. Office facilities are limited which forces staff members to bring their own equipment, like computer or vehicles, but they can get reimbursement for transportation costs. In this way organizational costs are kept low and the staff therefore feels that they work cost-effectively. Moreover, the implementation of program activities are supported by many volunteers. The great deal of uncertainty in the work ahead requires the organization to be lean and adaptive, also with its resources.

Score: From 4 to 4 (no change)

3.3. Delivering planned outputs: 'Extent to which planned outputs are delivered'
This is about whether the SPO is able to carry out the operational plans.

The endline showed the same quality as the baseline. GSSWC continuous to deliver outputs on time and presents the results in reports. The main changes that affect to the current report development is that the sisters is now more cooperative to provide the report than before, however the content mostly not much developed. Program manager is the person who develop the report. The organization makes a point of staying lean and adaptive, and may alter plans, outputs and activities if they feel that this is in the beneficiaries' best interest.

Score: From 4 to 4 (no change)

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

Close communication and involvement of the beneficiaries remains key to GSS's working approach. This approach has remained unchanged over the last two years. Beneficiaries are included in the formulation and design of programs, but also in the assessment of their impact through active discussions. Impact here means on how's GSSWC intervention has affected changes in the beneficiary's life. They also gather information on delivered services to beneficiaries through surveys in which questionnaires are disseminated through the parish church. This work method that GSS is using is highly appreciated by the clients. Through this way they make the contact very personal and really address the needs of the clients.

Score: From 3.5 to 3.5 (no change)

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

There were not many changes on this indicator. Similar to M&E there is no formal system that allows GSSWC to monitor its efficiency. GSS adopts a very flexible way of managing programs and can change directions during their implementation. This makes monitoring of efficiency difficult. GSS has started documenting the number of clients/target group members through which they can follow the increasing number of clients that are consulting GSS.

Score: From 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

The endline showed the same quality as the baseline. The GSSWC tries to make the most of their limited resources and believes in the quality of their work. This is informally evaluated by comparing outputs against the work plan, and getting feedback from beneficiaries and other stakeholders.

Score: From 3 to 3 (no change)

Summary of Capability to deliver on development objectives
The endline showed the same quality as the baseline. The GSSWC continues to work according to operational plans, but their activities cannot always be planned. For example when confronted with a victim of abuse, they have to adapt to the situation and environment at hand. The number of victims cannot be predicted beforehand. They have guidelines on how to work with vulnerable people. It may not have been formalized into protocols, but they all know what to do. Furthermore, each project has an operational work plan and budget that is used for day to day operations. Often however, there is not enough funding and they must choose which activities can be implemented or look for help from other people. Staff compensation in terms of salary remains low. Office facilities are limited which forces staff members to bring their own equipment, like computer or vehicles, but they can get

reimbursement for transportation costs. In this way organizational costs are kept low and the staff therefore feels that they work cost-effectively. Moreover, the implementation of program activities are supported by many volunteers. GSS continuous to deliver outputs on time and presents the results in reports managed by the program managers. The organization makes a point of staying lean and adaptive, and may alter plans, outputs and activities if they feel that this is in the beneficiaries' best interest.
Close communication and involvement of the beneficiaries remains key to GSSWC's working approach that has remained unchanged over the last two years. Beneficiaries are included in the formulation and design of programs, but also in the assessment of their impact through active discussions. They also gather information on delivered services for beneficiaries need through surveys in which questionnaires are disseminated through the parish church. Similar to M&E there is no formal system that allows GSSWC to monitor its efficiency. GSSWC adopts a very flexible way of managing programs and can change directions during their implementation. This makes monitoring of efficiency difficult.

Score: From 3.2 to 3.2 (no change)

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.

No changes have occurred in terms of stakeholder engagement in policies and strategies since 2012. The network of the GSSWC can be considered selective with a strong focus on Catholic partners like dioceses, parishioners, bishops, members of different church commissions and congregations, and local volunteers. It is however also considered sufficient and it contributes to the strength and legitimacy of the organization and its capacity to reach desired goals. They do not engage external groups in developing GSSWC policies and strategies however. GSSWC realizes that they need to invest more in external partners on the level of developing their own policies and strategies but past experiences have not been good. Good potential partners are hard to find due to religious conflict(s) hidden agenda's or financial issues.

Score: From 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.

The GSSWC works together with institutions that are relevant to their beneficiaries. Their network is well established, extending over the whole of Indonesia. For their programs they work together with dioceses, parishioners, archbishops, family life commission, migrant commission, religious networks, NGO networks, government networks, orphanages, health care providers, and the Good Shepherd justice and peace partnership networks.

GSS has experienced that their impact and area of influence is the biggest within the Catholic Church. Therefore they have chosen to really invest in this area. GSS still has many contacts with other relevant organizations. They consult each other in case of special cases/situations. GSS is well respected within the anti-human trafficking network in for example Jakarta. Currently GSSWC builds a relation with strategic institutions in implementing their work such as IOM to handle trafficking victims.

Score: From 3 to 3.5 (Slight improvement)

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

The sisters continue to make regular visits to their target groups. There is a monthly meeting of the single mother community in Jakarta, the sisters visit victims of trafficking in Bambu Apus every week, and they have daily interaction in their own shelters.

In Batam the sisters have started with a "walk-in'' centre for working women in the prostitution areas of Batam. Through this way they spend time with the women to provide counseling and teach practical skills such as computer usage, sewing, cooking and beauty classes.

Score: From 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?

There is no change in the achievement against this indicator. There is still an open atmosphere and everyone is free to speak their mind. This can be done informally and if necessary over the telephone, but also there are regular formal meetings to talk about the programs. Decisions are made collectively though discussion.

At GSS the different communities of sisters have a meeting every 2 weeks. For GSSWC the internal contacts are planned more informally. During these meetings work related issues are discussed. Staff has indicated that it would be good for GSS to have the different locations (Batam, Ruteng and Tangerang communicate more. For now only one staff member tries to contact the project every month to follow the M&E developments.

Score: From 3.5 to 3.5 (No change)

Summary of Capability to relate
The network of the GSSWC can be considered selective with a strong focus on Catholic partners like dioceses, parishioners, bishops, members of different church commissions and congregations, and local volunteers. However, they do not engage external groups in developing GSSWC policies and strategies however. GSS realizes that they need to invest more in external partners on the level of developing their own policies and strategies The GSSWC works together with institutions that are relevant to their beneficiaries. Their network is well established, extending all over Indonesia. The sisters make regular visits to their target groups. There is a monthly meeting of the single mother community in Jakarta, the sisters visit victims of trafficking in Bambu Apus every week, and they have daily interaction in their own shelters. There is an open atmosphere and everyone is free to speak their mind. This can be done informally and if necessary over the phone, but there are also more formal opportunities to do so in the form of regular meetings.
Score: From 3.4 to 3.6 (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.

The endline has shown the same quality as the baseline. GSSWC is part of an GSS Indonesia Province which falls under an international congegration. The vision and mission are decided at the international level, and are then specified according to the situation in Indonesia. The sisters look at the international focus and local issues, and have chosen a particular focus on the victims of trafficking and single mothers, keeping in mind their local capacity. The coordinator and the manager of the program discuss the vision and mission every year before starting to develop a new program.

Score: From 2.5 to 2.5 (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.

There is no change in the achievement against this indicator. The GSSWC has guidelines for example on how to work with vulnerable groups. However, guidelines will be different between the three regions because of their different situation, and they will not cover all activities. So there is freedom in carrying out activities, and the development of guidelines for activities is something they do together. These are not created top down.

Score: From 2 to 2 (no change)

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 endline showed the same quality as the baseline. The program manager and coordinator discuss the vision and mission every year before starting to plan for a new program. As a result, all staff members indicate that their operations are in line with the vision and mission of the Good Shepherd Sisters. Currently GSSWC choose their partners having the same vision and mission with GSS.

Score: From 3 to 3 (no change)

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

There is no change in the achievement against this indicator. Efforts in one project complement and support efforts in other projects. For example the program on economic empowerment supports the program aimed at single mothers, which in turn supports the anti-trafficking program. The projects are local and tuned to the specific conditions. In one place it is rescue, in another place it is prevention. So the strategies depend on the location and context and how the coordinators form the link among them. They can observe the relevance of what happens in one place for another location. It may also be the case that the different projects support one another in a financial sense.

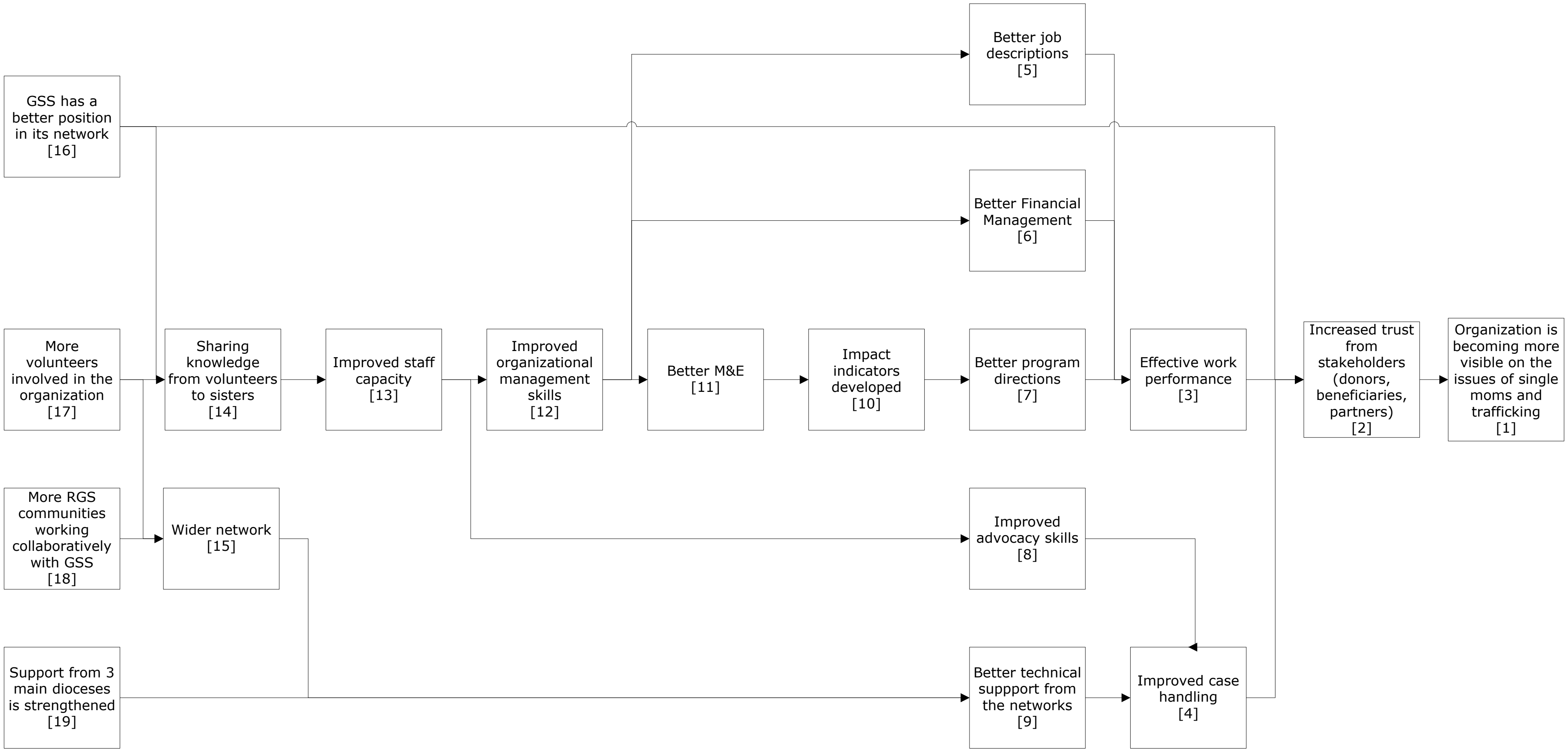
Score: From 4 to 4 (no change)

Summary Capability to achieve coherence
The end line showed the same quality as the baseline. GSSWC is part of an GSS Indonesia Province which falls under an international congegration. The vision and mission are decided at the international level, and are then specified according to the situation in Indonesia. The program manager and coordinator discuss the vision and mission every year before starting to plan for a new program, and the projects are in line with the vision and mission and also contextualized. In one place it is rescue, in another it is prevention. So the strategies depend on location, context and how the project coordinators form the link among them. Efforts in one project complement and support efforts in other projects for example the program on economic empowerment supports the program aimed at single mothers, which in turn supports the anti-trafficking program. In terms of having operational guidelines, GSSWC as a number of guidelines in place, for example on how to work with vulnerable groups. However, guidelines will be different between the three regions because of their different situation, and they will not cover all activities.

Score: From 2.9 to 2.9 (no change)

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

GSS General Causal Map


GSS has a better position in its network [16]
More volunteers involved in the organization [17]
More RGS communities working collaboratively with GSS [18]
Support from 3 main dioceses is strengthened [19]
Sharing knowledge from volunteers to sisters [14]
Wider network [15]
Improved staff capacity [13]
Improved organizational management skills [12]
Better M&E [11]
Impact indicators developed [10]
Better job descriptions [5]
Better Financial Management [6]
Better program directions [7]
Improved advocacy skills [8]
Better technical suppport from the networks [9]
Effective work performance [3]
Improved case handling [4]
Increased trust from stakeholders (donors, beneficiaries, partners) [2]
Organization is becoming more visible on the issues of single moms and trafficking [1]

Narrative of Good Shepherd Sisters General Causal Map :

During the end line workshop at GSS, a discussion was held around what staff perceived as the key changes in in the organization since the baseline. This then led to a discussion on what were the key organizational capacity changes and why these changes have taken place according to staff present at the end line workshop. The discussion resulted in a 'general causal map' which is described below. The general causal map provides a comprehensive picture of organizational capacity changes that took place since the baseline, based on the perspective of GSS staff present at the end line workshop.

Since the baseline in 2012, several key organisational capacity changes have occurred within GSS. First of all, the organization shifted its' focus more towards the issues of single mothers and trafficking.Globally, there has been a movement within the churches to have emphasise these issues more. The movement is mostly driven by female religious leaders. GSS has also been known as the organisation that consistenly workson these issues.

With this new focusthe organization has become more visible in dealing with the issues of single moms and trafficking [1]. According to GSS staff present at the endline workshop, increased trust of stakeholders and beneficiaries in GSS to deal with these issues [2], has led to an increase in sponsored activities but also the spread of GSS's reputation in these issues.

The increase in stakeholder trust came about from three main developments:

1. First of all GSS's better positioning in the network [16] has allowed them to reach out to new partners, form new alliances and overall streamline operational processes.
2. Secondly, an increase in effective work performance [3].
3. Thirdly improved case handling and quality of work [4] played an important role in partners and beneficiaries development of faith in the organization.

The increase in effective work performance [3] can be related to a greater focus on specifying the work at hand. This was achieved by providing better job descriptions [5] on the one hand, and offer better overal program directions [7] on the other. The former was the direct result of a general improvement in organizational management skills and attitude [12], whilst the latter resulted from the development of clear indicators [10] which came about from improved monitoring and evaluation (M&E) practices [11]. These M&E practices were also part of overall improved organizational management skills.

These skills themselves were developed alongside a general improvement in staff capacity [13]. Staff and volunteers of GSS now have better advocacy, counseling and facilitation,and organisational management skills (financial, ME and human resources). Improved staff capacity [13] came about from an increasing degree of sharing knowledge between staff members, particularly from the field volunteers to the sisters responsible for running the programs. Narrowing the knowledge gap between field and program staff was a good starting point to specify and focus program activities to become more practice oriented.

The need to share knowledgefrom volunteers to the sisters resulted from three developments. Firstly, GSS has a better position in its network. By involving Catholic Church especially diocese, enabled GSS has a better position in networking. The diocese has its power and it encouraged more Religious of Good Shepherd (RGS) communities to join and to involve GSS in serving people to decrease number of trafficking. RGS is one of congregation (Roman Catholic Religious Institute). It is abbreviated from Religious of Good Shepherd. When the human resource was proper in quality and quantity, it enabled knowledge sharing from volunteers to sisters. [14]. Secondly, an overal increase of volunteers in the organization and work activities occurred, which is made easier to share knowledge and information between volunteers and sisters. Thirdly, more RGS communities now work together with GSS, which calls for increased coordination and communication, and thus also sharing of information and knowledge.

The third and final big factor influencing the increased trust of shareholders in GSS came about from their ability to handle cases better [4]. For instance GSS has succesfully supported the establishment of Perdes (Village Regulation) in Ruteng to prevent traficking. This improvement resulted from an overall improvement in the organizations advocacy skills [8], which came along with the overall increase in staff capacity [13] and knowledge exchange with partner organizations and volunteers [14]. The second big reason why cases were handled better was that over the last two years the techical support from within GSS networks have greatly increased. This has enabled GSS to tap the expertise and in–depth knowledge of partners in the network if required.

The latter came about from more intensive networking which resulted in a wider overal network [15] on the one hand, but also the internal strengthening of GSS through the combination of efforts among three dioceses (church administrations) in Jakarta, Semarang and Ruteng [19].

On the whole, improved staff capacity as well as improved networking have been the main underlying reasons, leading to changes that led to improved trust from stakeholders, which has helped the organisation to become more visible the issues of single mothers and trafficking.

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