Endline report – Liberia, DEN-L
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 Liberia, DEN-L. 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.

Keywords: 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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Report CDI-15-006 |

Contents

Acknowledgements **5**

List of abbreviations and acronyms **6**

1 Introduction & summary **7**

1.1 Purpose and outline of the report 7
1.2 Brief summary of analysis and findings 8

2 Context and General Information about the SPO – DEN-L **9**

2.1 General information about the Southern Partner Organisation (SPO) 9
2.2 The socio-economic, cultural and political context in which the partner operates 9
2.3 Contracting details 12
2.4 Background to the Southern Partner Organisation 13

3 Methodological approach and reflection **14**

3.1 Overall methodological approach and reflection 14
3.2 Assessing changes in organisational capacity and reasons for change - evaluation question 1 and 4 15
3.3 Attributing changes in organisational capacity - evaluation question 2 and 4 17
3.3.1 Selection of SPOs for 5C process tracing 17
3.3.2 Key steps in process tracing for the 5C study 17
3.3.3 Methodological reflection 18

4 Results **21**

4.1 MFS II supported capacity development interventions 21
4.2 Changes in capacity and reasons for change - evaluation question 1 and 4 21
4.2.1 Changes in the five core capabilities 22
4.2.2 Key organisational capacity changes - general causal map - 26

5 Discussion and conclusion **31**

5.1 Methodological issues 31
5.2 Changes in organisational capacity 31

6 References and Resources **34**

7 List of Respondents **37**

Appendix1 Methodological approach & reflection **38**

Appendix 2 Background information on the five core capabilities framework **63**

Appendix 3 Results - changes in organisational capacity of the SPO - 5C indicators **65**

Appendix 4 Results - key changes in organisational capacity - general causal map **85**

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The Liberia 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 outcom
CDI	Centre for Development Innovation, Wageningen UR, the Netherlands
CFA	Co-Financing Agency
CRS	Community Radio Stations
CSML	Civil Society and Media Leadership (an IREX programme)
CSO	Civil Society Organisation
DCR	Dutch Consortium for Rehabilitation
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)
EVD	Ebola Virus Disease
FED	Food and Enterprise Development (Programme)
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
IREX	International Research & Exchanges Board
JRS	Jesuit Refugee Service
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MTO'B	Miriam T. O'Brien (Centre)
OSIWA	Open Society Initiative for West Africa
NGO	Non-Governmental Organisation
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
SPO	Southern Partner Organisation
ToC	Theory of Change
UNMIL	United Nations Mission in Liberia
USADF	United States African Development Fund
VSLA	Village Savings and Loans Association
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: DEN-L, in Liberia. 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.

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

This report contains the organisational capacity component of the MFSII endline study in Liberia, concerning the Development Education Network-Liberia (DEN-L). The endline discovered that DEN-L has encountered many changes and developments in the last two years, and has largely maintained capabilities as described in the baseline. Within the capability to act and commit it was seen that leadership has remained solid and participatory, staff capacity was built on through cooperation with the multiple partners of DEN-L, and staff motivation was noted to be good. The capability to adapt and self-renew slightly changed due to increased competencies on M&E and slightly better monitoring of projects. Within the capability to deliver on development objectives improvements were seen through more attention to quality reporting, efficient implementation and cost-effective resource use. The capability to relate was slightly enhanced due to the expanded participation in various partnerships and networks. The capability to achieve coherence did not change significantly, though the organisation has emphasised further development of their social enterprise business model for the future.

The evaluators considered it important to note down the SPO's perspective on what they experienced as the most important changes in the organisation since the baseline. SPO staff members noted key changes at the organisation to be that DEN-L has increased diversification of funding sources, has increasingly project-based staff, and has improved staff capacity. Driving factors that influenced the attention to diversity of funds and a more project-based staff were that the reduced funding from long-term funders such as ICCO, Trocaire and Irish Aid has led DEN-L to seek other more short-term ad-hoc projects in different areas in Liberia; and the strategy of developing the organisation as a sustainable development study centre. The efforts to build staff capacity came from various angles: support from existing partnerships and donors for capacity development, the organisational need for well-educated staff, and a good connection with various Irish partners. ICCO supported the development of staff capacity through funding for university/college education for DEN-L staff and financing an Annual General Meeting.

It should be noted that this endline assessment was carried out just before the Ebola virus epidemic and crisis hit Liberia as of July 2014. The effects of the epidemic have heavily impacted the staff and operations of all assessed organisations, and will likely continue to do so in the near future. As such the evaluation team acknowledges that the assessment described in this endline may not fully resemble the current situation in early 2015.

2 Context and General Information about the SPO – DEN-L

2.1 General information about the Southern Partner Organisation (SPO)

Country	Liberia
Consortium	Dutch Consortium for Rehabilitation (DCR)[1]; ICCO Alliance
Responsible Dutch NGO	ICCO, Netherlands; Save the Children Fund, Netherlands
Project (if applicable)	DEN-L has three major programmes: the Civic Action Programme (CAP), Gender Action Programme (GAP), and the Outreach for Change (OFC) Programme
Southern partner organisation	Development Education Network-Liberia (DEN-L)

The project/partner is part of the sample for the following evaluation components:

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

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

The history of Liberia is a turbulent history. Settled by freed slaves from the United States around 1822, the newly formed state proclaimed independence in 1846. The Liberian state slowly expanded from the coast into the hinterlands and, though the state was founded on principles of freed slaves, the upholding of settler rights increasingly led to the suppression of indigenous peoples. In 1980 a coup d'état took place which ended the more than 100 year rule of the settler party (Pajibo, 2012; Richards et al., 2005). The military government, led by former sergeant Samuel K. Doe, suspended the constitution and instituted a repressive political system. In 1989 the invasion of Charles Taylor triggered the civil war in Liberia which lasted on and off between 1989 and 2003. The war, which was characterized by great terror and gruesome atrocities, counted many different fighting groups and changing alliances. Eventually the war ended with the departure of Charles Taylor, the institution of the United Nations Mission in Liberia (UNMIL) in 2003 and the election of President Ellen Johnson Sirleaf in 2006 (Pugel, 2009). After the war ended in 2003, with the intervention of a 15,000 man UN force, a peace-building process started and is still ongoing (Richards et al., 2005).

Since the end of the civil war, the Liberian government has formulated the 'Agenda for Transformation' (AfT) as a five-year development strategy from 2012 to 2017. It followed the three–year (2008-2011) Lift Liberia Poverty Reduction Strategy (PRS), which transitioned Liberia from post-conflict emergency reconstruction to economic recovery. The AfT was considered a first step toward achieving the goals set out in Liberia RISING 2030, Liberia's long-term vision of socio-economic transformation and development. The AfT articulates precise goals and objectives and corresponding interventions that should move Liberia closer toward structural economic transformation, prosperity and inclusive growth.

1 Due to lack of response of the DCR CFA during the baseline, the capacity development endline mostly focused on the activities of ICCO. DCR/ZOA was interviewed as a partner of DEN-L during the endline.

Perhaps one of the most critical achievements, of both the Liberian government and UNMIL, has been the maintenance of peace and security. Though Liberia continues to rely on the support the United Nations peacekeepers, it is hoped that the government will gradually assume full responsibility for maintenance of security for the coming years. This fragile peace has allowed Liberians to return to their farms, start businesses, return to their country from abroad, and witness an increase in flows of Foreign Direct Investment to Liberia. To revitalize the economy, the three-pronged economic strategy of the PRS focused on (i) rebuilding critical infrastructure; (ii) reviving traditional resource sectors; and (iii) establishing a competitive business environment.

The challenges Liberia is facing are daunting however. Starting from a state of post-conflict instability, extremely weak state institutions, and an economy left in shambles by nearly two decades of violence, further issues relate to minimal reconciliation efforts, high unemployment levels, low levels of education and limited access to healthcare. Within the field of governance and justice Liberia has much work to do. In the post-conflict period reconstruction and rehabilitation efforts have mostly been steered by international initiatives and forces such as the United Nations (Pajibo, 2012). The Truth and Reconciliation Committee, instituted to move on the path towards reconciliation rather than justice, has noted that those who committed war crimes in the civil war should be held accountable. This has not been the case, and the current political establishment has not acted on this view. The security and police sector are currently undergoing training and reform to take over the role of maintaining peace in the country. This is a difficult process, as for instance the police are often considered as predators rather than protectors. Access to justice is limited and trails often take long as only a limited number of cases are concluded each year (Human Rights Watch Liberia country chapters 2014).

Liberia is currently still receiving large amounts of international aid and budget support, and the transition to strengthen the main productive sector, agriculture, is still very much in a preliminary stage (Solà-Martin, 2012). According to the African Economic Outlook 2014, more than 70% of households in Liberia are engaged in rice production. However, since 1980 yields have not increased substantially and more than half of the country's rice is imported. Economic growth has thus far been heavily dependent on the natural resource sector, including goods such as ores, lumber, rubber and palm oil exports. In recent years the services sector has also been growing significantly, even though it is noted that the slow withdrawal of the UNMIL forces in 2015 will affect the demand for these services. It was reported that the informal economy, which reflects a large proportion of Liberian economic activity, has grown even though this has not translated into a decrease in poverty (African Economic Outlook 2014).

Major economic constraining factors include the lack of electricity and basic infrastructure. Until now infrastructure and basic services saw more than US$500 million of direct investment, with key components of infrastructure (including airports, seaports, and roads) renovated or reconstructed. Plans are made to build a large hydropower dam to improve access to electricity. However, these investments alone will not be sufficient to diversify the Liberian economy, nor create jobs for the roughly 500,000 Liberians who will graduate from secondary and post secondary institutions in the next 5 to 10 years. The Liberian government has worked out a plan to establish a competitive business environment for firms in Liberia. It has reformed the Tax Code and the Investment Code, making them more competitive and beneficial to growth. It has streamlined business registration processes; established a one-stop-shop for customs clearing; and started implementing proactive industrial policies as a way of facilitating the growth of local micro, small, and medium enterprises (MSMES). The Government also made it a priority to achieve a stable macroeconomic environment, which is necessary for growth. Further, it maintained a cash-based balanced budget; significantly increased government revenue; moved toward multi-year financial planning; and achieved US$4.9 billion of cumulative debt relief under the Heavily Indebted Poor Countries (HIPC) initiative. These and follow-up actions are creating the right incentives for further growth in employment, GDP, and public and private investment.

Ebola outbreak

West Africa is currently experiencing the largest outbreak of Ebola ever recorded. In Liberia, the disease was reported in Lofa and Nimba counties in late March 2014. In July, the health ministry implemented measures to improve the country's response. On 27 July, Ellen Johnson Sirleaf, the Liberian president, announced that Liberia would close its borders, with the exception of a few crossing points such as the airport, where screening centres would be established. Public gatherings were banned, schools and universities were closed, and the worst affected areas in the country were placed under quarantine.

In August, President Sirleaf declared a national state of emergency, noting that it might require the "suspensions of certain rights and privileges". The National Elections Commission announced that it would be unable to conduct the scheduled October 2014 senatorial election and requested postponement, one week after the leaders of various opposition parties had publicly taken different sides on the issue. In late August, Liberia's Port Authority cancelled all "shore passes" for sailors from ships coming into the country's four seaports. As of 8 September, Ebola had been identified in 14 of Liberia's 15 counties.

Besides the enormous and tragic loss of human life, the Ebola epidemic is having devastating effects on West African economies in a variety of essential sectors by abruptly halting trade, agricultural productivity, and scaring investors away from the sub region for the foreseeable future. UN agencies such as the World Bank and international NGOs like Plan International, etc., have begun thinking post-Ebola, and have, therefore, embarked on conducting research and studies on the impact of Ebola on communities and the country, resilience of communities and the health care system, weaknesses in the health care system, etc.

As of January 2015 the Ebola epidemic seemed to be stabilising in Liberia. According to Medecins sans Frontieres the count is now around 8,157 cases and 3,496 deaths registered during the entire epidemic in Liberia (MSF Ebola crisis update 13-01-2015). This stabilisation means that the amount of new cases coming in has decreased significantly to around one case per week in Monrovia, but it is essential to not let the epidemic resurge. Not only Ebola patients have faced difficult times: the crisis has meant that general access to healthcare is even worse than before, As the Special Representative of the UN Secretariat in Liberia noted: rebuilding the country after the Ebola crisis will mean that the factors that caused the virus to spread so quickly need to be urgently addressed. This includes weak trust among the Liberian people, badly functioning basic services such as healthcare and education, lack of accountability and an over-centralized government (UN Special Representative Karen Landgren, 20-01-2015).

As it is with all sectors of Liberian society, this Ebola outbreak is testing the resilience of the SPOs to the highest limits. The SPOs are responding by readjusting their regular programmes by designing new strategies and realigning their resources to join the fight against the deadly Ebola virus disease. This is coming in the forms of Ebola awareness campaigns, psychosocial support for victims and survivors, provision of support to community care centres (CCCs), and procurement and distribution of sanitising supplies to communities.

DEN-L

As the war ended and the country set out on the long road to recovery, DEN-L widened the scope of its training program, i.e., in addition to the Development Education and Learning Teams in Action (DELTA), Training for Transformation, DEN-L included economic development targeting community-based microenterprises as a contribution to the Interim Poverty Reduction Strategy (IPRS) and the subsequent Poverty Reduction Strategy (PRS) of the Government of Liberia. DEN-L continues building the capacities of community-based organization to effectively facilitate community-driven local development planning and project implementation; and complemented with economic development programs targeting conflict-affected communities and community-based microenterprises.

Since the baseline in June 2012 DEN-L has been striving to survive and to implement human development programmes in line with its vision, mission and its three-year (2012-2014) strategic plan, in partnership with external funding partners. Like all non-profit non-governmental organisations currently participating in the reconstruction and recovery of Liberia, DEN-L heavily relies on grant funding that is channelled either directly by donor agencies or through co-financing agencies. Grant

funding from DEN-L's core funding partners for institutional support and project implementation has been steadily diminishing since the baseline, and at the endline evaluation the evaluators found out that all of the organisation's core funding partners had either stopped funding DEN-L completely, or were in the final stages of withdrawing.

The on-going Ebola Virus Disease (EVD) outbreak in the Mano River Basin that is inflicting high human toll on Liberia in particular, and the consequent state of emergency declared by the Government of Liberia last August, which imposes restrictions on gatherings and movements of people, has seriously affected the capacity of DEN-L to operate effectively. Prior to Ebola ravaging Liberia, DEN-L had adopted the following two-pronged approach for survival and growth:

Survival strategy: DEN-L has deployed its expertise and experience in development education training, capacity building, and participatory community-driven development to attract partnerships with more international development organisations to collaborate on project implementation, with DEN-L as the implementing partner. This has enabled DEN-L to retain most of its staffs in the short-term, but they are still vulnerable to pouching of their staffs by better-funded international development organisations.

Growth strategy: Confronted with the twin realities of rapidly diminishing grant funding and the demands of funding partners for DEN-L to strive for sustainability, the organisation has finally embraced social enterprise as an alternative to dependency on grant funding. DEN-L has taken concrete steps toward becoming a sustainable social enterprise, including a) restructuring its board of directors to attract professional expertise to improve governance and fundraising, b) developing a business plan to commercialize services at its MTO'B Training Centre in Gbarnga, c) upgrading from group lodging to private lodging, d) increasing accommodation capacity at the MTO'B Training Centre, c) increasing output of its piggery, d) investing some of its operating income in higher education of deserving staff members, e) using the expertise and experience of its professional staffs to render consulting services, and f) have set up a committee to develop curriculum for development studies.

The on-going Ebola outbreak has caused DEN-L to reduce activity and staff, and to refocus attention on combining efforts with government agencies and other non-governmental organisations to respond to the Ebola outbreak. The contribution of DEN-L is mainly in the areas of supporting the Bong County Taskforce on Ebola with mobilization and sensitization of communities; interacting with the donors' support group; and building capacity of local government offices at district level to properly coordinate the Ebola response.

DEN-L has reached out to 5 districts in Bong County; and has asked its current funding partners to divert some funding to Ebola response.

2.3 Contracting details

When did cooperation with this partner start: 2004

What is the MFS II contracting period: 2011 ICCO funded projects; Bridging Phase (2012 to 2014) and LCDGP coalition (2013-2015)

Did cooperation with this partner end? NO

If yes, when did it finish? N/A

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

If not, is there an expected end date for the collaboration? 2015

2.4 Background to the Southern Partner Organisation

History

DEN-L was founded in 1999 and incorporated in 2000 when the Jesuit Refugee Service (JRS) ended its assistance to the repatriation and resettlement programme for Liberian refugees. DEN-L is an offspring of this relief programme that operated in Ivory Coast, Guinea, and Liberia during the war years. This was before 1999. After JRS-relief programme faded away the group of Liberians, about 10 persons who worked with them in exile came back home and continued the leadership training and other programmes and they formed DENL. Although JRS was no longer around and they were focusing mainly on training people, they still had a small relief component in their programme. At the beginning DEN-L training mainly targeted women groups, community based organisations, civil society, NGOs and INGOs. Their target group was vulnerable people. They focused on empowering rural communities and training vulnerable people.

Vision

The vision of DEN-L is to see "Liberia at peace with itself and its neighbours".

Mission

The mission of DEN-L is to build a constituency of people-to-people formations in pursuit of grassroots empowerment, economic justice, democratic development and gender equity for a just and peaceful Liberia. The goal of DEN-L is to be a “Sustainable Development Study Centre in Liberia by the year 2017".

Strategies

In the first instance the strategy of DEN-L was to focus on the provision of relief to vulnerable people in Liberia including women empowerment. Eventually the project became more and more gender based and not only targeting women. During the baseline it was said that DEN-L was looking at development education training specifically as the main tool for these programmes. DEN-L had broadened its activities into three thematic programmes: civic education and awareness; mainstreaming of gender; and outreach actions to a wide range of people, not just women or children. Key strategies are thus:

1. To contribute to the building of a peaceful Liberia through an empowered society at all levels;
2. To contribute to the empowerment, human rights and equality of women and girls as Liberian citizens in all aspects of their lives;
3. To strengthen and maintain DEN-L as an effective, efficient organisation committed to a Liberia at peace with itself and its neighbours.

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[2].

[2] 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 DEN-L that have taken place since the baseline in 2012 are described. The information is based on the information provided by ICCO.

Table 1

Information about MFS II supported capacity development interventions since the baseline

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
Annual General Meeting and staff retreat	Institute the development of the strategic plan for DEN-L	Strategy development, staff appraisal and planning	December 2013 - March 2014	€ 3000 Euro
Undergraduate studies	Acquired personal advancement and built institutional personal profiles	Financial support for sending staff members to school and university	Throughout 2012-2014	€ 1,500 Euro
ICCO monitoring visits	Visits for monitoring and discussion purposes	Discussions on funding, sustainability, business development and organisational strengthening	Throughout 2012 and 2013 - latest in March/April 2014	
Coordination meetings	Sharing of information among partners and groups (programmatic cross learning in the LCDGP	Interactions among members of the LCDGP and the Programme Management Committee (PMC)	Throughout 2013-2014	$ 1520 Dollars (2013) 7000 Dollars (LCDGP general budget for Learning Agenda Support 2014)

Source: CFA support to capacity sheet, SPO support to capacity sheet; LCDGP Financial Report to ICCO; LCDGP Budget Revised June 20 2014 RHRAP

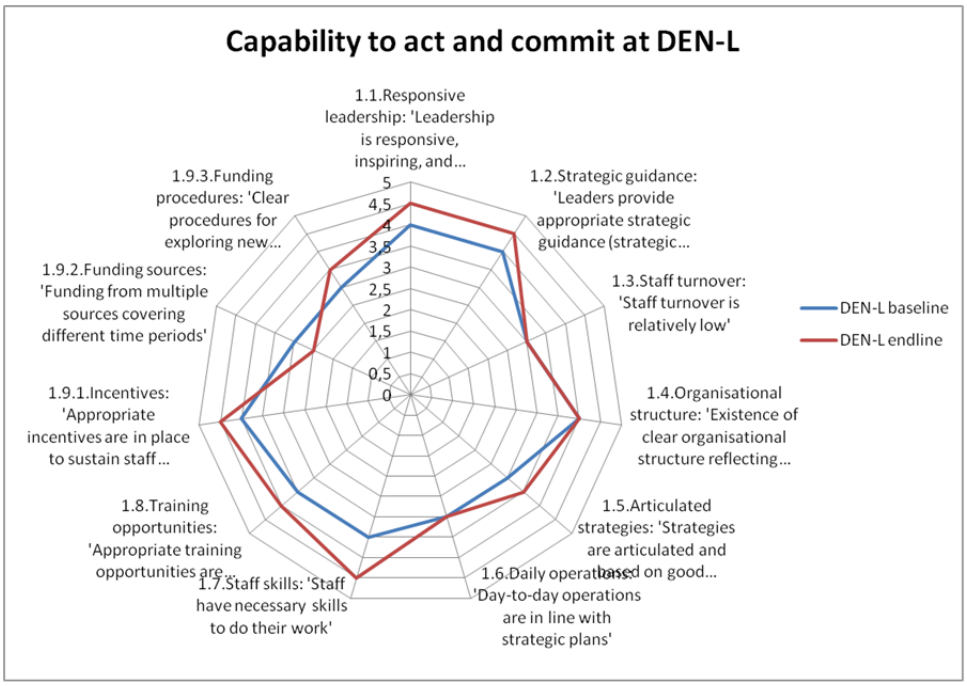
4.2 Changes in capacity and reasons for change - evaluation question 1 and 4

Below you can find a description of the changes in each of the five core capabilities (4.2.1). This information is based on the analysis of the information per each of the indicators. This detailed information for each of the indicators describes the current situation, and how and why it has changed since the baseline. See also appendix 3. In addition to this staff present at the endline workshop was asked to indicate the key changes in the organisation since the baseline. The most important is key organisational capacity changes have been identified, as well as the reasons for these changes to come about. This is described in a general causal map, both as a visual as well as a narrative. The summary results are described in 4.2.2 whilst the detailed general map is described in appendix 4.

4.2.1 Changes in the five core capabilities

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.

Summary of the capability to act and commit



In the years since the baseline DEN-L has been adapting to changing circumstances and a decrease in funding. The leadership still seems to be responsive and the development of a new strategic plan has been set in motion thanks to the General Assembly and the Board. The organisation of the General Assembly was supported by flexible funds from ICCO. The insistence of funding partners on more involvement of the board of directors in providing strategic guidance increased compared to the baseline situation, and this has contributed to slight improvement in the strategic leadership of DEN-L. The organisational structure and objectives of the organisation are clearly displayed at the DEN-L headquarters and is understood by staff.

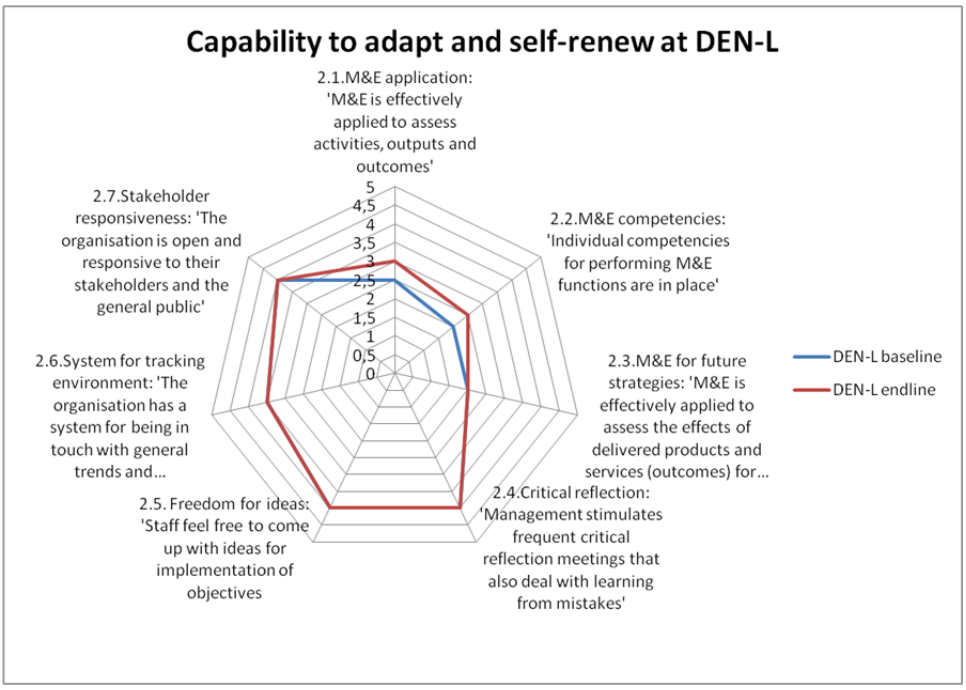
In 2013, the management of DEN-L adopted 'social enterprise' as the model for sustainability and long-term development, and encouraged by supporting funders DEN-L has sought for other ways to implement projects and to offer services. The development of the MTO'B centre has contributed to this as well. DEN-L's partnerships with ICCO, Trocaire, and Irish Aid, which mostly rested on 3-year funding cycles, have ended. This has driven DEN-L to adapt by forging partnerships with new funding agencies, including OSIWA, CAFORD, USAID/IREX, Save the Children/UK, and UN Women for the implementation of short-term projects with durations of 6-12 months. DEN-L claims to still maintain its core values in the context of competitively vying for small grants and implementing short-term projects that are prioritized by external funding agencies, but they admit that the small grants are sought purposefully to access funding since its long-term funding partners have withdrawn the long-term grant funding programs.

The staff capacity at DEN-L has improved in the last years: staff members have the necessary skills to perform projects; staff members are actively stimulated to follow trainings and university courses. More qualified staffs are being selected for relevant projects. Also, the interactions with various partners have offered DEN-L a diverse range of trainings and workshops. DEN-L staff members have built knowledge and skills on for example M&E, result-based management, proposal development and reporting. The full application of the knowledge from trainings is something that needs to be worked on. Staff motivation seems to be good due the incentives in place, and staff turnover is generally low.

However, there are concerns about whether DEN-L will be able to keep up these incentives due to the unpredictability of funding.

Score: from 3.5 to 3.8 (very slight improvement)

Summary of the capability to adapt and self renew



In many ways this capability still greatly reflects the situation in the baseline: the governance structure of DEN-L allows for staff at different levels to contribute ideas on projects and project proposals. Staff mentioned they feel able to share thought and give feedback on how the organisation operates. However, the organisation does not have a monitoring and evaluation framework, strategy, and performance monitoring plan. They do not have project-based performance indicators that could be used to collect data in a systematic manner for analysis and objective determination of the results of the many projects that they implement. Most of the M&E tasks serve along funding partner lines and guidance. According to the funding partners interviewed, reporting on the deliverables of the various projects has also improved considerably since they introduced various reporting templates and setting of milestones to be achieved within fixed time frames.

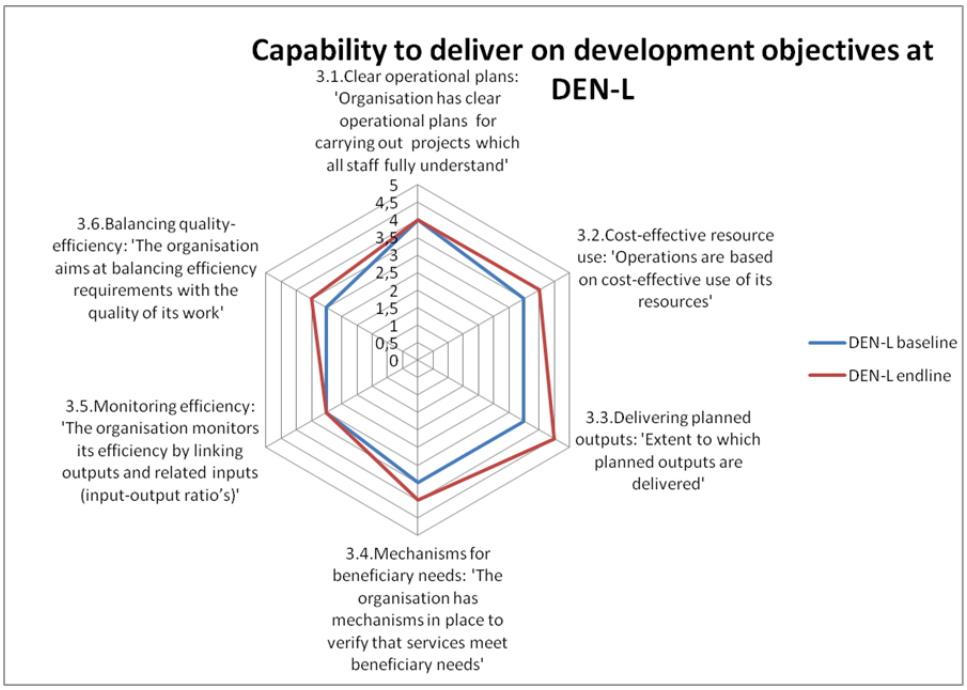
The transition towards being a sustainable enterprise is still ongoing and the investments related to that have been there via multiple funding partners - however, these funding activities are still quite dependent on the projects that are available.

The wide contacts DEN-L has in both Bong County and Monrovia, and its participation and good relations with both national and international stakeholders mean that the organisation stays in touch with trends and developments in society. Interaction with beneficiaries is actively sought in formal and informal ways.

Regarding the development of M&E competencies and M&E structures much is still needed. Though some skills and knowledge has been built through various trainings and assessments with various partners, M&E mostly is taken up on a project basis and resides in the hands of funding partners. There have been intentions to actively set up an M&E protocol and system but for now this has not been taken up.

Score: from 3.1 to 3.4 (slight improvement)

Summary of the capability to deliver on development objectives



DEN-L has taken necessary steps to improve quality of project implementation in the past years. Since funding is now increasingly coming from multiple, smaller projects, the focus on balancing funding with quality and efficient implementation is growing. Grant agreements and guidelines provided by funding partners provide guidance for proper project management.

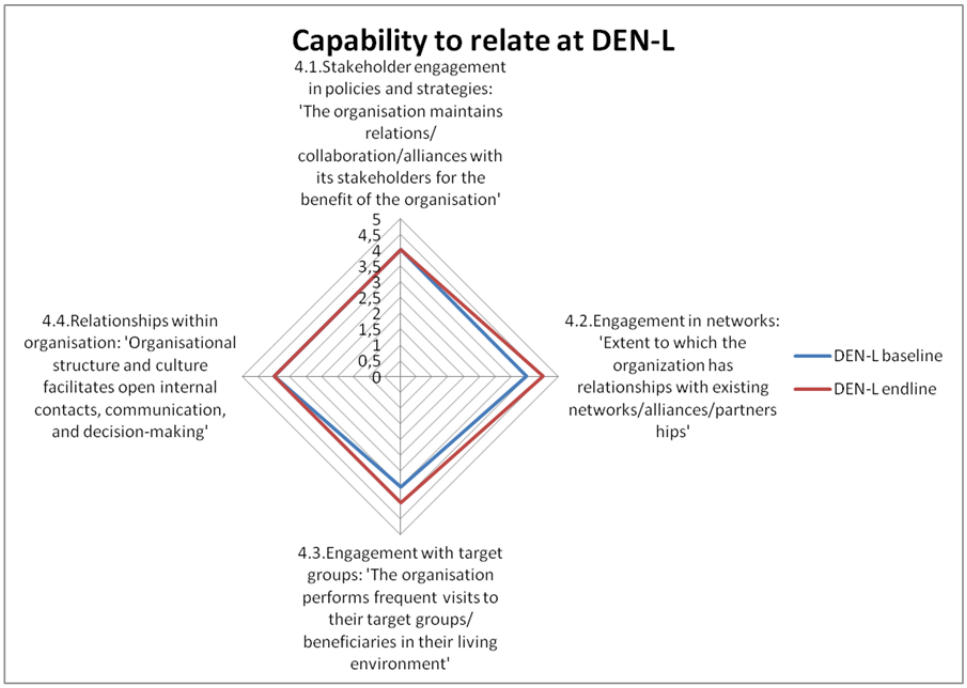
Partners reported that DEN-L's capacity to work with feedback has improved in the past years, and there is more emphasis on timely reporting and accurate implementation of activities. Staff members have taken up more responsibility in contributing and controlling project budget lines in work plans. The combination of annual work plans and project work plans are use to guide project activities.

Most of the M&E tasks serve along funding partner lines and guidance. Needs assessments are carried out in project areas before project preparation and implementation. Community members plan their activities and DEN-L supports them in carrying out the activities. The strategy to be in contact with beneficiaries has not changed but the scope has. DEN-L is able to do baseline assessments but often there are no funds provided to do endline assessments.

Score: from 3.4 to 3.8 (slight improvement)

Summary of the capability to relate

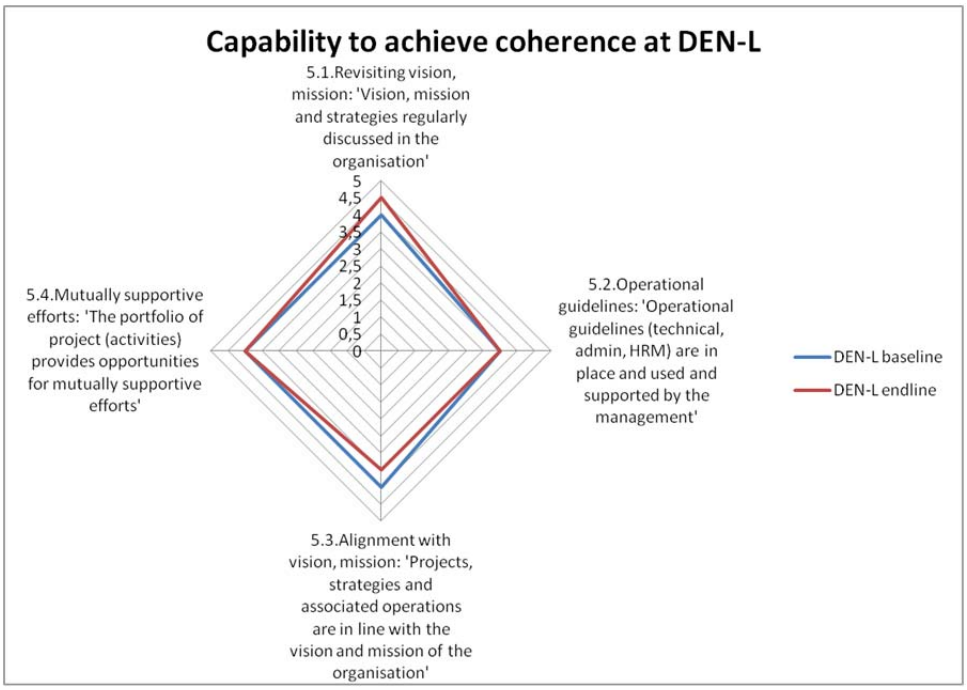
DEN-L is an active member in local, national and international networks. In the past years these activities have been expanding and new partnerships have been built. The diversity of actors connected to DEN-L has also been expanding to include new target groups in different areas, and state and private sector actors. Engagement with target groups has been taking different forms per project, and DEN-L is encountering new mechanisms to explore this, for example through field visits, bringing target groups from different areas to the MTO'B centre, and through mentoring approaches.



Internally the DEN-L structure seems to be able to give guidance to these diverse activities and internal organisational relations seem open yet structured. The leadership of DEN-L comprises of the General Assembly that defines the broad direction of the organisation, the board of directors that makes policy and provides strategic guidance, and the operational leadership (directorate/management team) that manages the day-to-day operations of DEN-L, including management of staff performance. Management did mention that they sometimes feel stretched by the demands placed on them from all the different sides - this sometimes is expressed in miscommunication. The general assembly has been the main way stakeholders and staff members are able to influence organisational policies and strategies. The management is consciously making attempts to include staff in communication and decision-making.

Score: from 3.9 to 4.1 (very slight improvement)

Summary of the capability to achieve coherence



DEN-L has a clearly articulated mission that is understood by the Board of Directors, management team, and the project staff. The board of directors and operational management of DEN-L periodically discuss the vision, mission and strategies in the organisation, and they normally craft a strategic plan every three years. The end of the current strategy is by the end of 2014.
In the implementation of the strategic plan DEN-L has been able to manage the gradual withdrawal of long-term funders by increasing the number of short-term 'ad hoc' projects. These projects have been within the strategic orientation of DEN-L to build capacity of local civil society, communities, engage in the economic empowerment of women, and develop social enterprise.

A previous institutional capacity review from 2011 noted that "that DEN-L is caught in a web of doing. DEN-L needs to change from seeing itself as a passive donor dependent organisation to shape up for the new opportunities that will arise at this stage of development." Currently this still holds true. DEN-L is still searching for ways “to bring a more comprehensive strategic refocusing if it is to be sustainable in a new context for Liberia”. The organisation is attempting to transform into a social enterprise. This shows that the current leadership of DEN-L is forward thinking and is proactively seeking out ways and means of becoming a sustainable social enterprise. This could be a step toward moving from 'doing' to taking on a “direct policy-influencing role, and partnering with government ministries and development, while retaining the capability to be constructively critical”.

Score: from 3.9 to 3.9 (no change)

4.2.2 Key organisational capacity changes - general causal map -

During the endline workshop at the SPO, a discussion was held around what staff perceived as the key changes in in the organisation since the baseline. This then led to a discussion on what were the key organisational capacity changes and why these changes have taken place according to staff present at the endline workshop. The discussion resulted in a ‘general causal map’ which is summarised below. The detailed general causal map (both as a visual and well as a narrative) is described in appendix 4. The general causal map provides a comprehensive picture of organisational capacity changes that took place since the baseline, based on the perspective of SPO staff present at the endline workshop. At the top the main organisational capacity changes are positioned (in yellow boxes). Some of their key consequences (in purple) are noted up top. Blue boxes represent factors and aspects that influence the organisational capacity changes above. These can be further traced back to interventions and activities. The contributing activities have been coloured brown. If a factor or outcome negatively impacted the organisation it has been highlighted in pink.

The five staff members wrote down the changes they had seen happening at DEN-L. From there the facilitator organised these, bringing forward the most important issues relating to organisational capacity, linking the issues that were mentioned twice or that were closely related.

Some of the key changes that were initially identified included:

- Reduction in main funding partners
- Spreading out of DEN-L activities: more small grant projects and in more locations in Liberia, and therefore more project-based funding and procedures
- The further development of the initiatives at the MTOB centre such as the pig farm and the development of the lodging facilities
- More staff engaged in higher education and trainings, gained diverse skills in, for example, VSLA, M&E, proposal writing
- Increase of staff working on different projects
- Regular annual staff appraisal
- Project proposals also being developed by programme staff
- Partnerships strengthened with Ireland and with universities within Liberia.

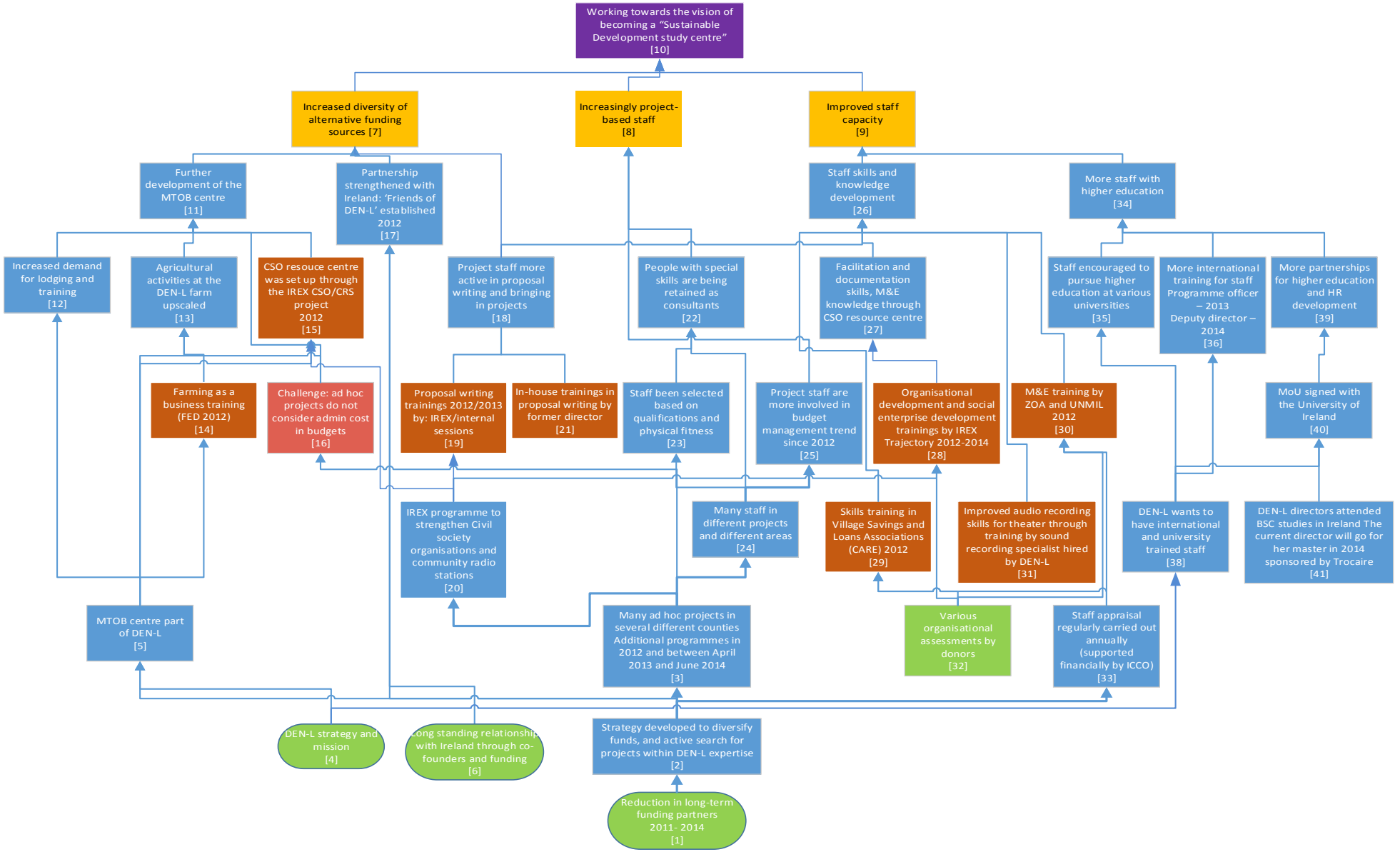
Eventually the most significant changes according to the DEN-L staff were categorized according to key themes. This led to 3 key areas of change: increase diversity of alternative funding sources, increasingly project-based staff, improved staff capacity. These changes and the reasons for these changes were further explored, which has resulted in a ‘general causal map’ (visual and narrative), see below.

These changes are expected to contribute to the vision of DEN-L to become a sustainable development study centre. At the basis of the general causal map there are a few ongoing shifts in the landscape

that have had an important influence to the organisational capacity of DEN-L: the reduction in long-term funding programmes since 2011 and more concretely in 2014. Trocaire and Irish Aid, two major funding partners of DEN-L, Trocaire has pulled out of Liberia while Irish Aid is yet to finalize its program for Liberia. ICCO still remains a core partner but the funding from ICCO has significantly decreased [1]. As a result of this DEN-L has increasingly and actively changed its strategy to find additional funds [2], involving increasingly diverse and more short-term projects that relate to the expertise of DEN-L. This has led to a portfolio of projects that now not only take place in Bong, Nimba and Lofa (the initial core areas of operation of DEN-L), but also other regions in Liberia [3]. Other core factors that have influenced and steered the changes that occurred at the organisation relate to the vision of DEN-L to be a "sustainable development study centre" [4] (and the ideas on how to work towards this via the development of the MTOB centre) [5], and the long-standing relationship with partners in Ireland who are still able to work with DEN-L [6]. The organisation is consciously working to maintain its values but the thematic areas of the organisation continue to change.

DEN-L has increased its **diversity of alternative funding sources** [7]. Staff members of DEN-L now feel that they are now able to face challenges and survive in the storm. A key development that has strengthened DEN-L in sourcing funding has been the further development of the MTOB centre through further investments in facilities (rooms and other assets – pig farm) and consulting services [11]. DEN-L has been working on its mission to become a sustainable development studies centre that is able to offer trainings and capacity-building services to organisations and civil society groups [5]. At the same time DEN-L was forced to develop these facilities and services more urgently. DEN-L needed to look for ways to finance important institutional costs such as administrative functions [16]. The reason for this is that it turned out that the smaller and shorter projects they were now engaging in would rather not pay for much institutional overhead [3]. The head of HR mentioned that: "Now, a great portion of the benefits from the centre are being sourced to support project management and administration. This is a bit of a struggle sometimes". Another component of increased diversity of funding were the strengthened ties with partners in Ireland. The partnership with the 'Friends of DEN-L' in Ireland has further opened opportunities for getting funding (both for scholarships and for direct funds to the program) [17]. Project staff are increasingly being engaged more and more with proposal writing and bringing in projects individually, whilst before this was mainly done by the programme director [18].

There is a change to **more project-based staff**, where project staff members are more involved in project management, and the hiring of staff is more project-based since 2012 [8]. The staff at the workshop explained that more people are being hired on a project basis, and that those with specific skills and experience are being retained as consultants dependent on the projects at hand [22]. This was also reflected in one of the interviews with a partner (Trocaire). They had the impression that DEN-L had made some good, but hard, choices in terms of who they hire and no longer just hire friends or family. Instead they try to hire on the basis of what a person can do in the project. Underlying the retaining and flexible hiring of more people with special skills and experience is that DEN-L is now more actively looking for people with qualifications and top physical condition [23]. Another reason for retaining and flexible hiring of people with special skills and experience is the specific requests of the short-term projects with various donors and NGOs that have certain targets and are working in different localities [3]. DEN-L staff cannot be everywhere at the same time and therefore more staff members are attracted based on the project budget and area of activities. This also means that these specific project officers have more individual management tasks, such as taking care of the work plans and budgets [25]. In our discussions with the director of DEN-L it later came forward that regular communication and meet with staff on different projects was becoming difficult.


Working towards the vision of becoming a "Sustainable Development study centre" [10]
Increased diversity of alternative funding sources [7]
Increasingly project-based staff [8]
Improved staff capacity [9]
Further development of the MTOB centre [11]
Partnership strengthened with Ireland: 'Friends of DEN-L' established 2012 [17]
Staff skills and knowledge development [26]
More staff with higher education [34]
Increased demand for lodging and training [12]
Agricultural activities at the DEN-L farm upscaled [13]
CSO resouce centre was set up through the IREX CSO/CRS project 2012 [15]
Project staff more active in proposal writing and bringing in projects [18]
People with special skills are being retained as consultants [22]
Facilitation and documentation skills, M&E knowledge through CSO resource centre [27]
Staff encouraged to pursue higher education at various universities [35]
More international training for staff Programme officer – 2013 Deputy director – 2014 [36]
More partnerships for higher education and HR development [39]
Farming as a business training (FED 2012) [14]
Challenge: ad hoc projects do not consider admin cost in budgets [16]
Proposal writing trainings 2012/2013 by: IREX/internal sessions [19]
In-house trainings in proposal writing by former director [21]
Staff been selected based on qualifications and physical fitness [23]
Project staff are more involved in budget management trend since 2012 [25]
Organisational development and social enterprise development trainings by IREX Trajectory 2012-2014 [28]
M&E training by ZOA and UNMIL 2012 [30]
MoU signed with the University of Ireland [40]
IREX programme to strengthen Civil society organisations and community radio stations [20]
Many staff in different projects and different areas [24]
Skills training in Village Savings and Loans Associations (CARE) 2012 [29]
Improved audio recording skills for theater through training by sound recording specialist hired by DEN-L [31]
DEN-L wants to have international and university trained staff [38]
DEN-L directors attended BSC studies in Ireland The current director will go for her master in 2014 sponsored by Trocaire [41]
MTOB centre part of DEN-L [5]
Many ad hoc projects in several different counties Additional programmes in 2012 and between April 2013 and June 2014 [3]
Various organisational assessments by donors [32]
Staff appraisal regularly carried out annually (supported financially by ICCO) [33]
DEN-L strategy and mission [4]
Long standing relationship with Ireland through co-founders and funding [6]
Strategy developed to diversify funds, and active search for projects within DEN-L expertise [2]
Reduction in long-term funding partners 2011- 2014 [1]

One of the key issues that was prominently discussed during the causal map was the DEN-L perceived **improvement of staff capacity** [9]. Many staff present felt that in the past two years many staff members have been able to take part in many trainings and educational activities, as well as been involved in organisational processes. This latter aspect has been through regular staff appraisals and the organisation of an Annual General Meeting (these were sponsored by ICCO in 2013 and 2014). DEN-L has mentioned in its strategic plan the need for higher educated staff in order to keep up to date with the developments within Liberian society. Regarding staff skills and knowledge development [26], DEN-L staff members mentioned in the discussion were that they had become better in proposal writing [18], which is explained above, and also in facilitation, documentation and M&E [27]. IREX and the DEN-L staff mentioned that they are looking for potential interventions to build an M&E system. The presence of the IREX-sponsored Resource Centre for CSOs [15] has also allowed staff to practice facilitation, documentation and research. The second component that contributed to improved staff capacity was that more staff members were engaged in higher education learning [34]. ICCO support was also involved in this. DEN-L staff clarified that a number of staff members received higher education in various schools and universities. More international trainings have taken place as well [36]. The third factor leading to staff being educated more highly was due the establishment of a number of partnerships for higher education and human resource development [39]. In the past Trocaire supported the directors of DEN-L to study in Ireland and now, within the context of partnerships DEN-L had solidified its scholarship arrangement with the Kimmage University in Ireland[41].

5 Discussion and conclusion

5.1 Methodological issues

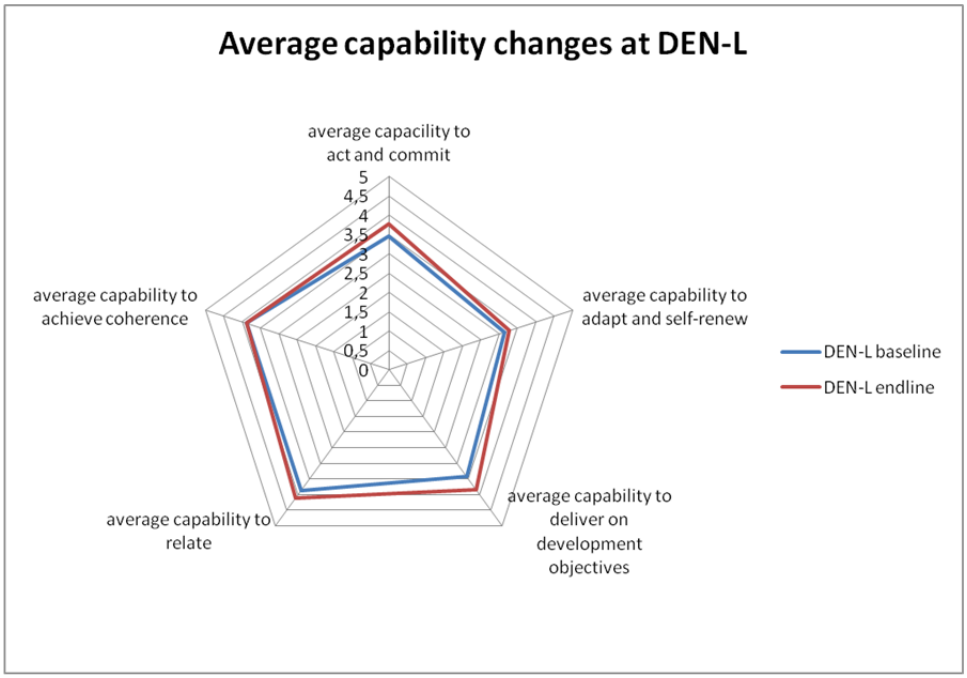
The Liberia 5C evaluation team conducted a two-day workshop with three subgroups of staffs including management, program staff, and program support consultants. The Executive Director and the Deputy Executive Director for Program were out of office at the time of the endline evaluation, on mission to Sierra Leone and Australia, respectively. DEN-L is an organized group with an effective participatory operational leadership. With these organised groups, it was well possible to conduct the workshops and the individual interviews, even in the absence of two of the top management members. The Executive Director was subsequently interviewed in Monrovia, and the Deputy Executive Director for Programs completed the indicators questionnaire and submitted it electronically to the evaluation team. The Deputy Executive Director for Programs completed the Support to capacity sheet and submitted it to the Liberia 5C evaluation team together with other documents, which were coded and included in Nvivo software program for qualitative data analysis.

The member of the board of directors that was interviewed during the baseline in June 2012 was still available and was interviewed for the endline evaluation. The Program Officer of ICCO responsible for Liberia completed the Support to capacity sheet and submitted it to the Liberia 5C evaluation team, which was also coded and included in the endline evaluation database for analysis. The funding partners of DEN-L (Trocaire, IREX and ZOA) were accessible. The Liberia 5C evaluation team conducted face-to-face interviews with the focal persons of Trocaire, IREX and ZOA Refugee Care regarding the development of capacity of DEN-L.

In general, all the required data collection activities have been implemented so that adequate information was available for analysis.

5.2 Changes in organisational capacity

At the endline DEN-L was seen to be an organisation where many changes have been occurring in the past years since the baseline since 2012. Regarding the 5 capabilities it was seen that DEN-L made small improvements across the 5 capabilities, mostly in the areas of the capability to act and commit and the capability to deliver on development objectives.



The main indicators that showed improvement within the capability to act and commit related to the indicators on leadership, staff capacity and motivation. Leadership has remained solid and responsive throughout the past two years, operating in a participatory manner, and is looking towards the future by setting in motion the development of the new strategic plan. This has also come to expression in the organisation of the staff retreat in 2013 and the Annual General Meeting in 2014. In the Annual General Assembly members of DEN-L mandated the management and board to develop the new strategic plan for 2015 - 2017. The financial support of ICCO was applied in the organisation of these events. In the area of staff capacity some positive developments have taken place: more different organisations have offered training to staff members, DEN-L is paying more attention to staff recruitment procedures, and staff is operating more independently. The indicators within the capability to adapt and self-renew have not changed significantly, only on the indicators regarding M&E application and M&E competencies some trends were seen: partner-supported trainings (by ZOA and UNMIL for instance) were done on the topic of M&E with staff, and the monitoring of projects has slightly improved. Within the capability to deliver on development objectives the organisation shows progress along a wider line of indicators. Quality of reporting and efficient implementation has become a focus of the organisation. As such cost-effective resource use and the mechanisms to make sure beneficiary needs are addressed have slightly improved, partly in relation to the scope of the projects DEN-L is engaged in. Within the capability to relate and the capability to achieve coherence no significant changes were seen, other than that DEN-L is currently developing the new strategic plan for the coming years which will more put more emphasis on developing a social enterprise model.

A key dynamic which has heavily influenced the organisation has been the changing funding outlook, and the adaptation this has entailed. DEN-L's partnerships with ICCO, Trocaire, and Irish Aid, which mostly rested on 3-year funding cycles, have ended. This has driven DEN-L to adapt by forging partnerships with new funding agencies, including OSIWA, CAFORD, USAID/IREX, Save the Children/UK, and UN Women for the implementation of short-term projects with durations of 6-12 months. DEN-L claims to still maintain its core values in the context of competitively vying for small grants and implementing short-term projects that are prioritized by external funding agencies, but they admit that the small grants are sought purposefully to access funding since its long-term funding partners have withdrawn the long-term grant funding programmes.

DEN-L's quest for operational and financial self-sufficiency, and its goal of transforming itself into a full-fledged Development Studies Centre, is the driving force motivating its management to formulate and implement various sustainability strategies based on a social enterprise model. The management has also encouraged some staff members to acquire higher education in order to remain relevant to the future direction of the organization. A number of key changes have taken place in the past two years: increasingly diverse alternative funding sources, more project-based staff and improved staff capacity. Alternative funding sources have come through smaller projects implemented all over in

Liberia, but also through the development of the M'TOB centre. At the headquarters there is the possibility to stay the night, and the organisation has a pig farm to generate income.

Regarding more project-based staff it was seen that more staff members are currently involved in project proposal writing and project management, in contrast to the past when only the program officer, finance officer, and the executive director wrote project proposals and managed projects. Part of this trend is also selecting more qualified and professional staff members, and paying attention to internal communication through staff appraisals. These more project-based staff roles and activities do lead to challenges however. The spread-out locations of the projects in Liberia and the fact that funding for administration and overhead is hardly provided, does sometimes lead to disconnected internal communication and management being stretched.

A key area of attention has been on improving staff capacity. There are now better educated and trained staff members that are capable of taking on the tasks that were previously performed only by the Executive Director, Program Director, and Finance and Administration Director. A wide range of activities have taken place to stimulate staff training and education. More conscious efforts on the part of interested staff members to strive for attainment of higher education in preparation of being part of future staffing of DEN-L has taken place. This focus has been supported by a broader knowledge and skills base of staff members. Development education through training is the core activity of DEN-L, and this is in line with more staff members now obtaining university and college degrees in various disciplines. Currently, three of DEN-L's directors have earned master's degrees and two more are candidates for master's degrees. Eleven of DEN-L's current staff members have earned Bachelor's degrees in different disciplines. The multiple partners, including DRC-ZOA, have done multiple assessments and training events at DEN-L. In areas such as facilitation, documentation, organizational development and M&E trainings have been done, both by external partners, as well as in house trainings.

The overall picture that was given at the endline hinted that DEN-L is an organisation encountering various changes and challenges, but with the vision, reputation and structures basically in place that will help with this transition to be sustainable in a dynamic context. Partner organisations interviewed suggested that communication and responsiveness of the organisation has improved. It should also be noted that the Ebola outbreak has heavily impacted the organisation and the environment in which it operates: the consequences are yet uncertain. It can be seen from the general causal map, that the influence of the MSF II supported capacity interventions only somewhat figures in the organisational changes at DEN-L: mainly in terms of staff capacity development.

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5c_endline_draftreport_country_SPO_26112014

Annex A_5c endline_assessment sheet_Dutch co-financing organisations_Liberia_DEN-L_ICCO Annex F_5c endline self-assessment sheet_management_Liberia_DEN-L

Annex B_5C endline_support to capacity development sheet_CFA perspective_Liberia_DEN-L_ICCO

Annex C_5C endline_support to capacity development sheet_SPO perspective_Liberia_DEN-L

Annex D_5c endline interview guide_partners_selected indicators_Liberia_DEN-L_DCR

Annex D_5c endline interview guide_partners_selected indicators_Liberia_DEN-L_IREX

Annex D_5c endline interview guide_partners_selected indicators_Liberia_DEN-L_Trocaire

Annex E_5c endline interview guide_OD consultants_selected indicators_Liberia_DEN-L(Zubahyea Joejoe)

Annex G_5c endline self-assessment sheet_programme staff_Liberia_DEN-L

Annex I_5c endline self-assessment sheet_admin HRM staff_Liberia_DEN-L

Annex L_5c endline interview guide_subgroup_management_selected indicators_Liberia_DEN-L

Annex Q_5c endline observation sheet - Sam

Annex Q_5c endline observation sheet_Liberia_DENL_Stanford

List of 5C indicator descriptions

Partner Documents

5C_baseline_report_Liberia_DEN-L_19012013_CK

BRIEFING ON LCDGP STRATEGIC PLAN VALIDATION PROCESS

Contract DEN-L

CSO Assessment_Tool_FINAL

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DEN-L semi Annual report to ICCO- 2013 Liberia CT&D

DEN-L 2014 ACTIVITIES WORKPLAN

DEN-L Application for CAFOD Revised

DEN-L Budgert and Timeline Worksheet in CAFOD Application Form docurment zip CAFOD Application Form (2)

DEN-L Final 2014 Proposal to OSIWA

DEN-L Human Resource Policy , August 9, 2011

DEN-L Standard Operating Procedures 3

DEN-L Strategic Plan - External document[1]

DEN-L Structure 001

DEN-L's Final Summary Narrative Report WPS Project Dot

Feedback to the PMC-June

FINAL- consolidated- Partners'capacity assessment report

FINAL TOR FOR PMC-Final

FINAL TOR FOR TPs- Final

FINAL Trocaire end of year report 2013

ICCO Audit Report 2013

Institutional Support to LCDGP Partners

LCDGP Bridging Narrative Report
LCDGP Financial Report to ICCO
LCDGP GRANT AGREEMENT 2013-2015
LCDGP Project Plan- Final
MTOB_BPApril16
PMC FINAL REPORT
RSC Project Narrative (Feb-Dec 2014)
RSC Project Timeline (Feb-Dec 2014)

7 List of Respondents

DEN-L staff:

Dorothy Tooman	Executive Director
Bill Cooper	Deputy Head of Finance and Administration
Peter S. Dolo	Head of Human Resources
Johnson Kessely	Resident Consultant
Karmue Kamara	Programme Officer (Theatre project)
Varbah Tennie	Programme Officer (Save the Children project)

CFA:

Lindora Diawara	ICCO ROWA Programme Officer for Liberia
Allen Lincoln	PMC coordinator of the LCDGP

Partner respondents:

Arthur Berrian	IREX Senior Programme Officer of the Regional Support project
Paul Allen	Head of the Trocaire Liberia programme
Rogelio Simbulan	DCR Capacity Building Officer

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.[3] 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.

[3] 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.

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:*
   - o -2 = Considerable deterioration
   - o -1 = A slight deterioration
   - o 0 = No change occurred, the situation is the same as in 2012
   - o +1 = Slight improvement
   - o +2 = Considerable improvement
2. *Please describe what exactly has changed since the baseline in 2012*
3. *What interventions, actors and other factors explain this change compared to the baseline situation in 2012? Please tick and describe what interventions, actors or factors influenced this indicator, and how. You can tick and describe more than one choice.*

- o Intervention, actor or factor at the level of or by **SPO**: ..... .
- o Intervention, actor or factor at the level of or by the **Dutch CFA (MFS II funding)**: .... .
- o Intervention, actor or factor at the level of or by the **other funders**: ..... .
- o **Other** interventions, actors or factors: ..... .
- o Don't know.

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

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

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

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

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

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

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

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

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

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

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

- Annual progress reports;
- Annual financial reports and audit reports;
- Organisational structure vision and mission since the baseline in 2012;
- Strategic plans;
- Business plans;
- Project/ programme planning documents;
- Annual work plan and budgets;

- Operational manuals;
- Organisational and policy documents: finance, human resource development, etc.;
- Monitoring and evaluation strategy and implementation plans;
- Evaluation reports;
- Staff training reports;
- Organisational capacity reports from development consultants.

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

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

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

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

General causal map

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

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

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

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

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

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

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

An endline workshop with the SPO was intended to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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[4]

Capability to:	BVHA	COUNT	DRISTI	FFID	Jana Vikas	Samarthak Samiti	SMILE	SDS	VTRC
Act and commit	5	3	4	4	4	4	4	3	5
Deliver on development objectives	1	5	1	1	1	1	1	2	1
Adapt and self-renew	2	2	1	3	1	1	4	1	4
Relate	3	1	1	1	1	1	2	1	2
Achieve coherence	1	1	1	4	1	1	1	1	2

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

Source: country baseline report, India.

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

Table 4

SPOs selected for process tracing – India

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

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

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

INDONESIA

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

Table 5

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

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

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

Source: country baseline report, Indonesia.

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

Table 6

SPOs selected for process tracing – Indonesia

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

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

LIBERIA

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

Table 7

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

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

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

Source: country baseline report, Liberia.

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

Table 8

SPOs selected for process tracing – Liberia

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

Key steps in process tracing for the 5C study

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

Key steps in process tracing for the 5C study

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

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

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

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

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

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

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

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

The CFA was asked to describe all the MFS II supported capacity development interventions of the SPO that took place during the period 2011 up to now. The CDI team reviewed this information, not only the interventions but also the observed changes as well as the expected long-term changes, and

then linked these interventions to relevant outcomes in one of the capabilities (capability to act and commit; and capability to adapt and self-renew).

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

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

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

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

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

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

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

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

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

Note: the outcome areas were to be formulated as intermediates changes. For example: an improved monitoring and evaluation system, or enhanced knowledge and skills to educate the target group on

climate change. Key outcome areas were also verified - based on document review as well as discussions with the SPO during the endline.

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

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

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

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

A model of change of good quality includes:

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

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

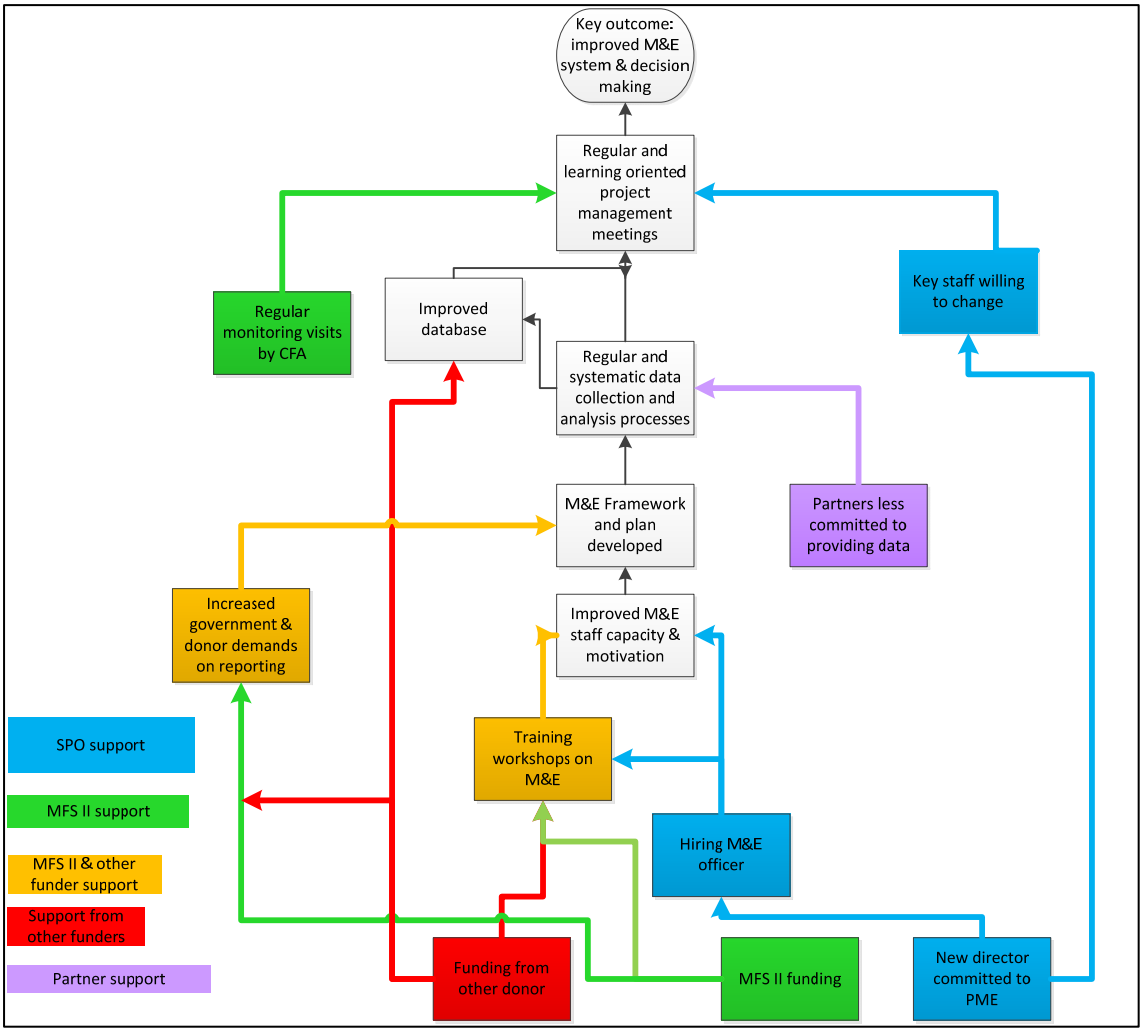


Figure 1 *An imaginary example of a model of change*

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

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

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

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

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

Types of evidence to be used in process tracing

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

Source: Beach and Pedersen, 2013

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

Table 9

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

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

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

discard particular causal mechanisms in the detailed, initial causal map. Different types of evidence was asked for in these questions.

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

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

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

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

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

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

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

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

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

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

Explaining factors – evaluation question 4

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

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

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

Methodological reflection

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

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

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

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

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

A few remarks need to be made:

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

Utilisation of the evaluation

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

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

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

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

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

5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process: The SPO perspective has also brought to light a new experience and technique of self-assessment and self-corrective measures for managers. Most SPOs whether part of process tracing or not, deeply appreciated the thoroughness of the methodology and its ability to capture details with robust connectivity. This is a matter of satisfaction and learning for both evaluators and

SPOs. Having a process whereby SPO staff were very much engaged in the process of self-assessment and reflection has proven for many to be a learning experience for many, and therefore have enhanced utility of the 5C evaluation.

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

The capability to act and commit;

The capability to deliver on development objectives;

The capability to adapt and self-renew;

The capability to relate (to external stakeholders);

The capability to achieve coherence.

In order to have a common framework for evaluation, the five capabilities have been reformulated in outcome domains and for each outcome domain performance indicators have been developed.

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 Results - changes in organisational capacity of the SPO - 5C indicators

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

Capability to act and commit

1.1. Responsive leadership: 'Leadership is responsive, inspiring, and sensitive'

This is about leadership within the organisation (operational, strategic). If there is a larger body then you may also want to refer to leadership at a higher level but not located at the local organisation.

Description of the endline situation:

DEN-L has adopted the 'participatory management system' that makes participation in decision-making across all levels of the organisation – General Assembly, Board of Directors, Directorate, and staff – possible. This is important because management of the organisation is not entirely centred on a particular individual. This makes it possible for major decisions and actions to be taken in the absence of some of the directors. The sitting Executive Director of DEN-L confirmed this as a standing policy of the organisation. This policy bears the hallmark of a responsive, inspiring and proactive leadership.

Since the baseline in June 2012, the General Assembly of DEN-L was held in 2013 and mandated the board of directors and the management team (directorate) of DEN-L to draw up a new three-year strategic plan spanning for the period 2015-2017. The general assembly further mandated the board of directors and directorate of DEN-L to improve the governance and management of the organisation by implementing the following tasks as an integral part of their current strategic planning process:

- Clarify the role and functions of the General Assembly;
- Introduce a procedures handbook for the board of directors, broaden board membership to draw in strategic expertise, and share responsibility with the board in all key matters involving policy, strategic planning, resource mobilization, and accountability for entrusted resources and planned results and outcomes;
- Compile and harmonize corporate documentation.

If implemented, these changes could set DEN-L on course to achieve effective governance and accountability, which are the prerequisites to acquiring the capability of delivering on its development goals and objectives.

Score: from 4 to 4.5 (slight improvement)

1.2. Strategic guidance: 'Leaders provide appropriate strategic guidance (strategic leader and operational leader)'

This is about the extent to which the leader(s) provide strategic directions.

Description of the endline situation:

The General Assembly (GA) and the Board of Directors of DEN-L set the strategic directions and make policies for the organisation. External factors, particularly funding, largely influence the strategic directions and policy choices of DEN-L.

DEN-L's projects and relationship with funding partners are based on its mission and strategic plan. This is the reason why resident funding agencies engage with DEN-L as partners, as DEN-L is operational and generally there is a slight improvement in strategic guidance. The majority of DEN-L's funding partners interviewed think that DEN-L's "leadership is solid – but their orientation on programme thinking is still under development".

In 2013, the management of DEN-L adopted 'social enterprise' as the model for sustainability and long-term development. The insistence of funding partners on more involvement of the board of directors in providing strategic guidance increased compared to the baseline situation, and this has contributed to slight improvement in the strategic leadership of DEN-L. The 2013 General Assembly of DEN-L passed a resolution for a new three-year (2015-2017) strategic plan to be developed. The collective leadership of DEN-L is presently looking for funding to implement the resolution.

The issue of ownership of DEN-L was finally resolved by the 2013 General Assembly of the organisation. The Resolution answered this question explicitly by naming the incorporators of DEN-L as the 'legal owners' of the organisation since they bear legal liability for the organisation. This was agreed because the organisation has people that are legally liable for the organisation, and since the incorporators bear legal responsibility they have ownership.

Score: from 4 to 4.5 (slight improvement)

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

This is about staff turnover.

Description of the endline situation:
Staff turnover at DEN-L has been relatively low since the baseline in 2012, particularly for core staff that has not changed. However, two staff members of a capacity building project for CSOs/NGOs that DEN-L won after the baseline left to take up higher-paying jobs with international organisations in Monrovia.

With the exception of the two project staff that left to take advantage of better employment opportunities, the workforce of DEN-L has only slightly changed since the baseline.

Score: from 3 to 3 (no change)

1.4. Organisational structure: 'Existence of clear organisational structure reflecting the objectives of the organisation'

Observable indicator: Staff have copy of organisation structure and understand this.

Description of the endline situation:
The organisational structure and objectives of the organisation are clearly displayed at the DEN-L headquarters and is understood by staff.

Score: from 4 to 4 (no change)

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

Observable indicator: strategies are well articulated. Situation analysis and monitoring and evaluation are used to inform strategies.

Description of the endline situation:
DEN-L follows the strategic plan that was designed, until 2014. The new strategic plan is currently being drafted with the support of the Board and the General Assembly. Though M&E is not structurally

used, a business plan for the MTO'B Centre has been drafted which offers ideas to help DEN-L to offer more social enterprise-related services.

Score: from 3 to 3.5 (slight improvement)

1.6. Daily operations: 'Day-to-day operations are in line with strategic plans'

This is about the extent to which day-to-day operations are aligned with strategic plans.

Description of the endline situation:
DEN-L runs a small office with 10 staff and has adequate policies, procedures and internal controls in place to mitigate risks to the organisation. Staff responsibilities are detailed in their job descriptions that are part and parcel of their employment contracts. Bank reconciliations are routinely prepared by the accountant, reviewed by the Finance and Administrative Director, and approved by the Executive Director.

The ending of funding for the 3-year programming cycles of DEN-L by their 'traditional donors' has driven DEN-L to taking on more 'non-core projects' or 'ad hoc projects' and implementing those in different locations (counties) in Liberia. With this change the day-to-day operations of DEN-L are now being carried out in locations different from those defined in their current strategic plan.

A majority of the management and staff of DEN-L are aware that not all of the 'ad hoc projects' that the organisation is currently sourcing and implementing in partnership with various funding partners resident in Liberia are directly in line with DEN-L's strategic plan. Some 'ad hoc projects' are sought mainly for fundraising purposes, and are implemented to support propagation of the core values of the organisation. The staff members of DEN-L at different levels admit that these 'ad hoc projects' are implemented purposely to maintain the organisation, while at the same time keeping in mind the core values, vision and mission of DEN-L.

DEN-L is perceived by some of their funding partners as being organized and having a very good reputation in the work they do, as well as working towards ensuring a certain level of organisational independence and financial viability.

Score: from 3 to 3 (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 they need.

Description of the endline situation:
The members of the management team (directorate) of DEN-L, the Executive Director, Programme Director and Finance and Administration Director, possess the requisite academic qualifications and practical work experience for the positions that they occupy in DEN-L. For example, the Executive Director holds Bachelor's Degree in Development Studies from Ireland, with Certificates in Transformative Development, Management at Internal Level, with more than 15 years of work experience in programme design and management, and facilitation of training; the Director of Programmes holds a Bachelor of Science Degree in Rural Development and Public Administration from Cuttington University, with 15 years of work experience programme design and management, and facilitation of training; the Director of Finance and Administration also holds a Bachelor of Science Degree in Accounting and Management from Cuttington University, with 20 years of work experience in financial accounting and reporting; and the Human Resources Manager holds a Bachelor's Degree in Management and Economics from the University of Liberia, with 14 years of experience in human resource management and project development and management.

Staff are currently selected based on qualifications, and those staff that were on board before are now studying at various universities to acquire the requisite knowledge and skills for the work. It seems

that university degrees contribute greatly to staff skills, and a university profile is what DEN-L is searching for.

Some staff members are currently in higher learning institutions (Cuttington University, University of Liberia); some staff members are attending in-service trainings (training on job); and some staff are attending training workshops in and outside of the country. DEN-L provides the opportunity for staff to advance their education: ICCO provided flexible funds for staff development; and the Friends in Ireland provide scholarships for DEN-L staff. The management believes that the organisation should have qualified people working for them, and because they see staff aspiring higher education. For example, the board has approved a sabbatical leave for the current Executive Director to go to Ireland for postgraduate studies, and other staff members are presently studying at Cuttington University in Gbarnga for undergraduate degrees.

Some of the funding partners of DEN-L interviewed think that as far as their specific projects are concerned, DEN-L has the required skills to effectively implement them. Other funding partners of DEN-L think that the organisation needs to have grounded knowledge in the thematic fields that they work in, and noted that they have observed that some of DEN-L's staff are making efforts to get more education both in and out of the country, and cited the travel of the Deputy Director for Programmes to Australia for training at the time of the endline as a clear example. The impact has yet to show. M&E skills are something they really need to work on. DEN-L is preparing to become a certified development studies institution in Liberia. This shows that DEN-L still needs a lot of financial and technical support to build its human resource capacity to the level that enables it to become a certified professional training institution. Trocaire and IREX independently confirmed this.

More staff members are now involved in project proposal writing, project management, and providing social development consultancy services under the auspices of DEN-L. Some project staff have received training in M&E, reporting, proposal writing, and message development for the theatre, behaviour change communication, and project management. These training needs were identified during assessments conducted by several partners including ICCO, ZOA, UNDP, and Save the Children during which it became clear that some competencies were lacking.

Score: from 3.5 to 4.5 (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

Description of the endline situation:
The personnel policy of DEN-L provides a three-pronged plan for each staff. This means that an opportunity is provided for each person in a staff position to train his or her immediate subordinate, and at the same time learn from his or her supervisor to encourage possible succession, enhance staff retention and minimize staff turnover.

DEN-L seeks to complement its in-service, on-the-job training with training opportunities provided by its funding partners for its staff to benefit from the ancillary training opportunities provided by its partners. For example, Trocaire provided training on M&E and result-based management; and proposal development and reporting. DEN-L's staffs have had a number of training opportunities provided by their various funding partners including ICCO, DCR/ZOA, and UN Women.

Some staff members have been afforded opportunities to study outside of the country, including the director, deputy-director and a member of the DEN-L trainer team. Before the baseline in 2012, the two former Executive Directors of DEN-L, had opportunities to study in Ireland where they earned their respective postgraduate degrees.

Some donors (ICCO, TROCAIRE, UNMIL, SAVE THE CHILDREN, USADF, etc.) have also supported staff development; and DEN-L is also investing some of the rent income generated from the use of facilities at the MTO'B Training Centre to support staff development.

Furthermore, through networking, some staff members have been given opportunities for external short-term trainings. Through DEN-L's direct contacts with other organisations, information has been

received for training opportunities, which has resulted in training opportunities for some staff members with external funding – e.g., training on UN Resolution 1325 which came through the Women's NGO Secretariat of Liberia (WONGOSOL) from the Organisation Development mentor/trainer of WONGOSOL assigned to the IREX project. Other organisations including the Dutch Consortium for Rehabilitation (DCR), for example, that takes keen interest in staff capacity building, offer different training opportunities.

The following organisations and projects have also offered additional training opportunities to DEN-L staff:

- CARE Trajectory in 2012: Village Savings and Loans Associations (VSLA) training
- Food and Enterprise Development (FED) - May 2013: Farming as a business
- IREX - throughout 2012-2013: Proposal writing - internal training by key staff, and external trainings
- IREX Training in 2012: Part of CSO Resource Centre Project - TOT on Organisational Management (proposal writing, financial management, and reporting); every two/three months by external consultants, and the trajectory ended in May 2014.
- IREX CSO project component since 2013: TOT on Social Enterprise Development for DEN-L - every two months.
- UN-WOMEN since 2012-2014: Organisational reporting, financial management - for DEN-L management of funds - once or twice every project year.
- DCR/ZOA and Save the Children/UK provided basic M&E training to DEN-L staff
- IREX is working with DEN-L to train and set up M&E system.

Score: from 3.5 to 4 (slight improvement)

1.9.1. Incentives: 'Appropriate incentives are in place to sustain staff motivation'

This is about what makes people want to work here. Incentives could be financial, freedom at work, training opportunities, etc.

Description of the endline situation:
Incentives for staff have improved since the baseline in 2012. The main incentives that DEN-L gives to its staff are financial remunerations and the legally prescribed fringe benefits. Conditions of staff development have also improved, including flexibility in working hours for staff members who are capable of paying their own university fees and willing to continue working with DEN-L.

In addition to remunerations and fringe benefits, DEN-L fosters freedom of ideas and expression. DEN-L also proactively implements a policy of two-way hierarchical mentoring-on-the-job that is geared towards predictable succession and minimization of unhealthy staff turnovers. DEN-L also provides financial support to staff members for academic studies and other specialized trainings. The management of DEN-L also provides meals to staff daily for lunch at the MTO'B Training Centre.

DEN-L's transition to 'ad hoc projects' stemming from the end of funding from traditional donors also brought with it opportunities for the organisation to negotiate extra percentages for management for supervision, and higher salaries for project staff in order to attract the best qualified and experienced people to implement the various 'ad hoc projects'. This has considerably improved salaries, which is an added incentive, and the project staffs are much happier. The project staff are paid according to salaries allocated in the budgets of projects. Staff members within DEN-L generally stay with the organisation.

There is constant fear of deterioration of the incentives. Remunerations are still an issue. There was a lawsuit that forced DEN-L to pay staff severance benefits and it has cost DEN-L a lot of money to settle these claims. Now, they have to only employ people they actually need or who are already trained. Resources are scarce. The board member interviewed said that in the past the management of DEN-L employed and fired staff at will but due to the severance benefit issue, they now only employ qualified people and provide them with adequate salaries and benefits. What could not be ascertained is if the salaries and benefits mentioned are commensurate with either the minimum wage or prevailing market rates.

However, the management of DEN-L claimed that its incentives/salaries compared to the incentives/salaries of the government and other organisations, are much better and higher than before the baseline in 2012. Also staff are now paid on time more often. DEN-L encourages free-flowing feedback among staff as a way of strengthening the working relationship. Regular salary payment, sharing of information on time, respect for all staff and decisions that affect them and their works are among the changes that have occurred since the baseline, as it relates to incentives.

Score: from 4 to 4.5 (slight improvement)

1.9.2. Funding sources: 'Funding from multiple sources covering different time periods'

This is about how diversified the SPOs funding sources are over time, and how the level of funding is changing over time.

Description of the endline situation:

DEN-L has implemented projects funded by ICCO, Trocaire/European Commission, OSIWA, Oxfam, DCR/ZOA, IREX/USAID, UNMIL, UN Women, Africare, Save the Children/UK, and FED/USAID, before and after the baseline. DEN-L's social enterprise – the MTO'B Training Centre – also contributes financially to its sustainability.

DEN-L currently has access to grant funding from multiple resident funding partners for project implementation. Its funding partners transfer grant funds directly to DEN-L through direct bank transfers.

The number of funding partners that have funded the core activities of DEN-L over the years has reduced. Irish Aid and Trocaire have left, and ICCO, too, has given notice that it is also pulling out of Liberia, leaving the organisation with mostly ad hoc projects which are in most cases short-term and do not provide funding for follow-up.

Since the baseline in 2012 DEN–L has received grant funding from eleven (11) different funding partners to implement projects ranging from 1-5 years in duration, to support peace and security, food security, improving capacity of non-state actors, community awareness, community development institutions, giving visibility to women's ingenuity, empowering Liberian civil society organisations through effective media interaction, capacity development, networking and access to information in Nimba, and Grand Bassa Counties, building the capacity of women and girls to participate in governance and decision-making processes at local and national levels, capacity building for farmer organisations, training farmers' association in organisation development and farming as business, civil society and media leadership, and cassava farmers survey in Liberia. Below you can find a table describing the list of funding partners in projects implemented since the baseline in 2012.

Table 2

List of Funding Partners and Projects Implemented since the baseline in 2012

Funding Agency (Indicate name, address and cell no. Of the contact person)	Name and Location of Project	Contract Amount	Contract Period (From X to Y date)	Status*
United States African Development Foundation	Community Development Institution Projects	USD 243,512	April – December 2013	100% Complete
Save the Children/UK	Improving capacity of non-state actors	Euros 44,538.30	April 2013 - March 2014	50% Complete
UN Women	Women peace and security project	USD 95,605	October 2012 – June 2013	100% Complete
UNMIL	Awareness raising on issues that affects community and people	USD 30,000	January 2012 – December 2013	100% Complete
ICCO	Giving visibility to women ingenuity	Euros 135,000	July 2012 – August 2015	50% Complete
Trocaire	Empowering Liberia civil society through effective media interaction, capacity development, networking and access to information in Nimba, and Grand Bassa Counties	Euros 86,720	Jan 2013 – April 2014	96% Complete
OSIWA	Building the capacity of women and girls to participate in governance and decision-making processes at local and national levels	USD 53,825.30	August 2012 – July 2013	100% Complete
OXFAM	Capacity building for farmer organisation	USD 49,940	April – June 2013	100% Complete
ZOA	Training farmers association in organisation development and farming as business	USD 120,960	July 2013 – December 2014	50% Complete
IREX/RSC	Civil society and media leadership programme	USD 394,858.30	May 2013 – April 2014	40% Complete
FED	Cassava farmers survey project	USD 53,270	July – August 2013	100% Complete

In addition to the above listed grant funding received from donors since the baseline in 2012, DEN-L also generates funds from its MTO'B Training Centre in Gbarnga, and also from social development consultancy services. In 2012, for example, the combined total amount of funds generated by the MTO'B Training Centre and consultancy services constituted 60% of the organisation's annual budget (60% of US$550,000 or US$330,000). The MTO'B Training Centre is a subsidiary of the Development Education Network-Liberia (DEN-L), which is a non-profit organisation. The centre serves more than 1,500 persons annually. The centre provides a range of services including catering, lodging, and venue rental for workshop and conference purposes. The centre also has an agricultural activity (raising pigs) that DEN-L added in 2012 for income generation (this has grown considerably from 4 piglets at the baseline to more than 100 pigs at the endline).

The MTO'B Training Centre has two main objectives:

- Increase the income of the MTO'B Training Centre from US$50,000 annually to US$100,000 annually, by 2015.
- Make the MTO'B Training Centre an outstanding facility by improving the facilities and making customer satisfaction a priority.

Dwindling resources due to the global financial crisis, mainly in donor countries, has constrained the DEN-L to cut back on its programmes and personnel. This reality and the need for sustainability of the organisation in the wake of donors' cut backs prompted the opening of the MTO'B Training Centre as an alternative source of income. Income raised from the centre is used for the upkeep and improvement of the centre. On an annual basis and when the need arises, earnings from the centre go towards local contribution to DEN-L's developmental programmes. All proceeds from the centre go towards making DEN-L sustainable in the long-term. There is improvement because DEN-L has a business plan to develop the DEN-L Training institute. They had this before 2013 but they are somehow not proactive in implementing it.

Score: from 3 to 2.5 (slight deterioration)

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.

Description of the endline situation:
This issue has not changed much. The issue of visibility of DEN-L at the level of Monrovia has not changed in any way. There is no liaison person in Monrovia. The organisation still largely relies on participating in different stakeholder meetings and sharing information about the work of the institution, establishing links with key individuals (board members with connections, the chairman of the General Assembly of DEN-L), and organisations (e.g., Friends of Ireland formed) that help explore funding opportunities for the work.

DEN-L also looks out for new funding opportunities through media and networking for funding partners both locally and internationally, and writes different small grant proposals to raise funds for projects for the organisation to implement.

DEN-L has created new funding opportunities by introducing a policy of charging fees for consultancy services and developing facilities at the MTO'B Training Centre in Gbarnga: lodging, conference rooms, and the selling of pork produced at the MTO'B Training Centre to raise funds for the organisation.

Score: from 3 to 3.5 (slight improvement)

Summary of the capability to act and commit
In the years since the baseline DEN-L has been adapting to changing circumstances and a decrease in funding. The leadership still seems to be responsive and the development of a new strategic plan has been set in motion thanks to the General Assembly and the Board. The insistence of funding partners on more involvement of the board of directors in providing strategic guidance increased compared to the baseline situation, and this has contributed to slight improvement in the strategic leadership of DEN-L. The organisational structure and objectives of the organisation are clearly displayed at the DEN-L headquarters and is understood by staff.

In 2013, the management of DEN-L adopted 'social enterprise' as the model for sustainability and long-term development, and encouraged by supporting funders DEN-L has sought for other ways to implement projects and to offer services. The development of the MTO'B centre has contributed to this as well. DEN-L's partnerships with ICCO, Trocaire, and Irish Aid, which mostly rested on 3-year funding cycles, have ended. This has driven DEN-L to adapt by forging partnerships with new funding agencies, including OSIWA, CAFORD, USAID/IREX, Save the Children/UK, and UN Women for the implementation of short-term projects with durations of 6-12 months. DEN-L claims to still maintain its core values in the context of competitively vying for small grants and implementing short-term projects that are prioritized by external funding agencies, but they admit that the small grants are sought purposefully to access funding since its long-term funding partners have withdrawn the long-term grant funding programs.

The staff capacity at DEN-L has improved in the last years: staff members have the necessary skills to perform projects; staff members are actively stimulated to follow trainings and university courses. More qualified staffs are being selected for relevant projects. Also, the interactions with various partners have offered DEN-L a diverse range of trainings and workshops. DEN-L staff members have built knowledge and skills on for example M&E, result-based management, proposal development and reporting. The full application of the knowledge from trainings is something that needs to be worked on. Staff motivation seems to be good due the incentives in place, and staff turnover is generally low. However, there are concerns about whether DEN-L will be able to keep up these incentives due to the unpredictability of funding.

Score: from 3.5 to 3.75 (very slight improvement)

Capability to adapt and self-renew

2.1. M&E application: 'M&E is effectively applied to assess activities, outputs and outcomes'

This is about what the monitoring and evaluation of the SPO looks at, what type of information they get at and at what level (individual, project, organisational).

Description of the endline situation:

The M&E situation has not changed yet at DEN-L. The organisation does not have a monitoring and evaluation framework, strategy, and performance monitoring plan (PMP). They do not have project-based performance indicators that could be used to collect data in a systematic manner for analysis and objective determination of the results of the many projects that they implement. Consequently, there is very little opportunity for management decision-making based on sound empirical analyses required to objectively measure progress toward addressing the actual root causes of all forms of injustice. According to the funding partners interviewed, reporting on the deliverables of the various projects has also improved considerably since they introduced various reporting templates and setting of milestones to be achieved within fixed time frames.

Some of the project staff of DEN-L's various projects received training in M&E since the baseline, as part of efforts to prepare them adequately to carry out the activities of the projects that they are assigned to. The project staff use data collection and reporting templates developed and given to them by the funding partners specifically for their projects. Monitoring and evaluation oversight is generally in the hands of funding organisations.

Notwithstanding the acquisition of M&E skills DEN-L by some of DEN-L's staff working on projects, DEN-L as an organisation has not yet harnessed the existing M&E skills by developing an M&E framework and management information systems for the organisation.

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.

Description of the endline situation:

M&E competencies in DEN-L have improved slightly because some of their current funding partners have provided training on M&E for the staff employed by DEN-L to implement their respective projects.

The question to ponder is whether or not DEN-L will have the means of retaining and maintaining those project staff that have acquired M&E skills after closure of those projects that they were employed to implement.

It is worth noting that DEN-L as an organisation recognizes the need for M&E skills and the application of M&E to their future strategies, but they seem unwilling or hesitant to invest in the integration of M&E into their programme design. This is a serious shortfall in their programme design.

Score: from 2 to 2.5 (slight improvement)

2.3. M&E for future strategies: 'M&E is effectively applied to assess the effects of delivered products and services (outcomes) for future strategies'

This is about what type of information is used by the SPO to make decisions; whether the information comes from the monitoring and evaluation; and whether M&E info influences strategic planning.

Description of the endline situation:
M&E is not effectively applied by DEN-L to assess the effects of the services that they deliver to the beneficiaries of their projects, i.e., the results and outcomes of projects, to inform future programming strategies.

DEN-L still heavily relies on the feedback that they get from project beneficiaries, funding partners, and its members at conferences, reflection meetings, retreats and its Annual General Assembly to draw out experiences and lessons learned, which they use as basis for strategic planning, advocacy, and development of future programmes and projects.

This is still happening because since the baseline in 2012, DEN-L has not made any investment in developing an institutional M&E policy, strategy and a proper M&E system. Consequently, DEN-L's funding partners rely on their own internal M&E units to monitor the projects funded by them and implemented by DEN-L.

Score: from 2 to 2 (no change)

2.4. Critical reflection: 'Management stimulates frequent critical reflection meetings that also deal with learning from mistakes'

This is about whether staff talk formally about what is happening in their programmes; and, if so, how regular these meetings are; and whether staff are comfortable raising issues that are problematic.

Description of the endline situation:
The management of DEN-L has in place a system of conducting monthly and quarterly meetings with project teams to discuss and deal with issues affecting project planning and implementation. Work planning is done along with the staff assigned to specific projects with inputs from other project and support staff. The main challenge to this process is that follow-through on issues arising from the management meetings is poor.

The management of DEN-L still conducts SWOT analysis involving majority of staff members to assess the overall operational and institutional capacity of the organisation.

Staff members are encouraged to give and take feedback from each other informally on a regular basis.

Score: from 4 to 4 (no change)

2.5. Freedom for ideas: 'Staff feel free to come up with ideas for implementation of objectives

This is about whether staff feel that ideas they bring for implementation of the programme are welcomed and used.

Description of the endline situation:
Freedom of ideas in DEN-L is still concentrated on the inputs that staff members make to project proposal development, operational planning and implementation of project activities, and not on innovative ideas that encompasses the overall growth and development of the organisation. This self-inflicted limitation was already recognized in the previous strategic plan where the institutional capacity issues of DEN-L at that time were captured.

This was noted that "the level of required change indicated by this review raises issues of institutional capacity for DEN-L. Capacity within the organisation needs to match the ambition and potential to affect change. Capacity can be developed within any organisation that has an existing resource pool, and there is an abundance of talent within DEN-L that could be developed for new roles. The organisational changes adopted as a result of the 2007 Strategic Plan have or will improve the possibilities for this talent to emerge but it also needs to be prompted by creating a safe space for innovative thinking, challenging inputs and open discussion. At the moment there is little space for thinking and only tentative thought about where this should happen. The reviewers are firmly of the

view that this needs to be determined by [strategic] management – and specifically triggered by the operational management."

The situation described above unfortunately still holds true today. The strategic leadership of DEN-L is yet to take up the mantle of corporate leadership and unleash social entrepreneurship as the modus operandi of DEN-L.

Score: from 4 to 4 (no change)

2.6. System for tracking environment: 'The organisation has a system for being in touch with general trends and developments in its operating environment'

This is about whether the SPO knows what is happening in its environment and whether it will affect the organisation.

Description of the endline situation:
In terms of formal systems in place to track trends and developments nothing has changed. DEN-L's system for being in touch with general trends and development in its operating environment includes gathering and analyzing market data to ascertain demand for the services offered by its MTO'B Training Centre in Gbarnga; participating in sector coordination meetings of the government and development partners on the one hand, and networking meetings of civil society organisations on the other; membership in the network of local civil society organisations operating in Bong, Lofa and Nimba Counties; and membership in the coalition of NGOs working together to implement the ICCO-funded Liberia Community Development and Governance Programme (LCDGP).

DEN-L still maintains its website and has also created a Facebook page. The website and the Facebook page are used to keep stakeholders abreast of development trends in DEN-L. The interesting aspects of DEN-L's activities are regularly posted on its Facebook page and they do get feedback from stakeholders and their fans. The website is also regularly updated.

Score: from 3.5 to 3.5 (no change)

2.7. Stakeholder responsiveness: 'The organisation is open and responsive to their stakeholders and the general public'

This is about what mechanisms the SPO has to get input from its stakeholders, and what they do with that input.

Description of the endline situation:
DEN-L considers its members and the beneficiaries of their services as key stakeholders. The operational management of DEN-L involves the member organisations and the board of directors in setting policy and strategic priorities; and the beneficiaries of their services are also involved in projects from the beginning through needs assessments, and making known the activities and benefits of the projects to them in a transparent manner.

In general DEN-L is very responsive to both the beneficiaries of their services and their funding partners. They discuss the work plans of the different projects with the different funding partners. From the beneficiaries' perspective, they are happy with DEN-L because their project staffs are always in the field and working with them. However, a few beneficiaries would know the management team because most engagement is at the project level with the dedicated project staff.

Score: from 4 to 4 (no change)

Summary of the capability to adapt and self renew
In many ways this capability still greatly reflects the situation in the baseline: the governance structure of DEN-L allows for staff at different levels to contribute ideas on projects and project proposals. Staff mentioned they feel able to share thought and give feedback on how the organisation operates. However, the organisation does not have a monitoring and evaluation framework, strategy,

and performance monitoring plan. They do not have project-based performance indicators that could be used to collect data in a systematic manner for analysis and objective determination of the results of the many projects that they implement. Most of the M&E tasks serve along funding partner lines and guidance. According to the funding partners interviewed, reporting on the deliverables of the various projects has also improved considerably since they introduced various reporting templates and setting of milestones to be achieved within fixed time frames.

The transition towards being a sustainable enterprise is still ongoing and the investments related to that have been there via multiple funding partners - however, these funding activities are still quite dependent on the projects that are available.

The wide contacts DEN-L has in both Bong County and Monrovia, and its participation and good relations with both national and international stakeholders mean that the organisation stays in touch with trends and developments in society. Interaction with beneficiaries is actively sought in formal and informal ways.

Regarding the development of M&E competencies and M&E structures much is still needed. Though some skills and knowledge has been built through various trainings and assessments with various partners, M&E mostly is taken up on a project basis and resides in the hands of funding partners. There have been intentions to actively set up an M&E protocol and system but for now this has not been taken up.

Score: from 3.1 to 3.3 (very slight improvement)

Capability to deliver on development objectives

3.1. Clear operational plans: 'Organisation has clear operational plans for carrying out projects which all staff fully understand'

This is about whether each project has an operational work plan and budget, and whether staff use it in their day-to-day operations.

Description of the endline situation:

DEN-L operates on three levels of planning: a) 3-year strategic plan, b) annual work plan, and c) project work plans. The current strategic plan of DEN-L covers the period 2011-2014, which ends in December 2014. DEN-L prepares an Annual Work Plan (AWP) for every fiscal year, which includes its core activities and the activities of current funded projects.

Score: from 4 to 4 (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.

Description of the endline situation:

The management of DEN-L and project staff ensure that project funds are spent in accordance with budget allocations, the regulations of funding partners, and the financial management procedures of DEN-L.

Budgeting for the projects is activity-based, which makes it easy for the management of DEN-L and the project staff to plan and implement, and easily track implementation of the project activities and expenditures effectively. A notable change in the way DEN-L is managing projects since the baseline is that staff assigned to projects do not just develop work plans and implement them, but now also keep track of the funds with particular reference to tracking implementation of project activities and co-management of project budgets with the finance office to ensure that expenditures do not exceed the project budgets.

However, the management of DEN-L, the project staff, and funding partners interviewed did not indicate to the evaluation team that cost-benefit analyses are conducted to ascertain the cost-effective use of resources.

Score: from 3.5 to 4 (slight improvement)

3.3. Delivering planned outputs: 'Extent to which planned outputs are delivered'

This is about whether the SPO is able to carry out the operational plans.

Description of the baseline situation:
A clear majority of the funding partners of DEN-L interviewed indicated that the extent to which the organisation delivers planned outputs has improved considerably.

The funding partners referred to, further indicated that DEN-L carries out the projects in accordance with planned activities, and where changes are needed for any reasons the relevant funding partners are informed; changes are discussed, including the shifting of budget lines, and mutually agreed and effected.

The subgroups of DEN-L interviewed also confirmed that the value the organisation attaches to timely and efficient achievement of outputs is highly prioritized by both management and project staffs.

Score: from 3.5 to 4.5 (improvement)

3.4. Mechanisms for beneficiary needs: 'The organisation has mechanisms in place to verify that services meet beneficiary needs'

This is about how the SPO knows that their services are meeting beneficiary needs

Description of the baseline situation:
DEN-L uses ‘listening survey’ and ‘participatory needs assessment’ as tools to assess the needs of the beneficiaries of their projects. Needs assessments are carried out in project areas before project preparation and implementation. Community members plan their activities and DEN-L supports them in carrying out the activities. The strategy to be in contact with beneficiaries has not changed but the scope has. DEN-L’s staff carries out the needs assessments along with community members; and beneficiary communities, NGOs and CSOs are involved with project implementation; and the beneficiaries of the projects are made aware of project funding. DEN-L attaches high priority to beneficiary assessments as the start up activity of all projects to ensure that interventions meet the beneficiaries' needs.

DEN-L also listens to feedback from the funding partners, which is much better since the baseline. There are improvements in listening to their funding partners in terms of how the funding partners mentor them.

Since DEN-L also knows more about M&E now, they have more contacts with beneficiaries and also get feedback from them about the relevance and impacts of the various projects.

Score: from 3.5 to 4 (slight improvement)

3.5.Monitoring efficiency: 'The organisation 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.

Description of the endline situation:
Den-L as an institution has no M&E policy, strategy, nor system. The organisation relies on the M&E knowledge and skills of the project staff to monitor the progress of projects and this is based on

monitoring requirements and guidelines of funding partners. Nothing has changed in the way of tracking efficiency. No significant change has occurred in the situation of this indicator since the baseline in 2012, as DEN-L does not link outputs to related inputs.

DEN-L conducts baseline studies for the various projects that the organisation implements but they often do not conduct endline studies to ascertain the results and impacts that their projects might be making on the beneficiaries. DEN-L staff mentioned that this is the case mostly for shorter and smaller projects. The 'ad hoc' project partners do allocate funds in the project budgets for baseline studies, but they do not allocate any funds in the project budgets for endline studies.

DEN-L includes ‘monitoring’ in the work plans of the various projects as a project activity, and uses templates provided by its various funding partners to monitor progress for each project.

Score: from 3 to 3 (no change)

3.6. Balancing quality-efficiency: 'The organisation aims at balancing efficiency requirements with the quality of its work'

This is about how the SPO ensures quality work with the resources available

Description of the endline situation:
Delivery of good quality service is a core value of DEN-L. However, the absence of systematic M&E makes it quite challenging to ascertain the quality of the services that the organisation provides to beneficiaries of its peace, security, civic and economic empowerment projects.

According to the various subgroups of DEN-L interviewed, the availability of funding for the various 'ad hoc projects' has helped DEN-L to critically look at the issue of quality with the view of improving service delivery.

The numbers of 'ad hoc projects' have increased, thereby helping to decrease the funding gap. Provisions of the grant agreements makes it obligatory on the part of DEN-L to ensure that all of the entrusted financial resources are utilized for the projects and are properly accounted for in line with the regulations and guidelines provided by the various funding partners for proper management of the funds.

Score: from 3 to 3.5 (slight improvement)

Summary of the capability to deliver on development objectives
DEN-L has taken necessary steps to improve quality of project implementation in the past years. Since funding is now increasingly coming from multiple, smaller projects, the focus on balancing funding with quality and efficient implementation is growing. Grant agreements and guidelines provided by funding partners provide guidance for proper project management.

Partners reported that DEN-L’s capacity to work with feedback has improved in the past years, and there is more emphasis on timely reporting and accurate implementation of activities. Staff members have taken up more responsibility in contributing and controlling project budget lines in work plans. The combination of annual work plans and project work plans are use to guide project activities.

Most of the M&E tasks serve along funding partner lines and guidance. Needs assessments are carried out in project areas before project preparation and implementation. Community members plan their activities and DEN-L supports them in carrying out the activities. The strategy to be in contact with beneficiaries has not changed but the scope has. DEN-L is able to do baseline assessments but often there are no funds provided to do endline assessments.

Score: from 3.4 to 3.8 (slight improvement)

Capability to relate

4.1. Stakeholder engagement in policies and strategies: 'The organisation maintains relations/ collaboration/alliances with its stakeholders for the benefit of the organisation'

This is about whether the SPO engages external groups in developing their policies and strategies, and how.

Description of the endline situation:

The partners of DEN-L interviewed generally agreed that DEN-L is an inclusive organisation and that this has made them an improved organisation because they strive to include everybody - the beneficiary communities, government, and civil society stakeholders in the formulation of their policies and strategies.

Some of the funding partners of DEN-L interviewed admitted that they are aware that DEN-L meets with its stakeholders. One partner averred, “We are aware of these processes, but we did not get involved. We have not been part of the policy and strategy formulation of DEN-L."

DEN-L further engages its key stakeholders – general assembly and board of directors through their mechanism of "annual general assembly to involve those particular stakeholders in the strategic leadership of the organisation." DEN-L uses the annual general assembly of its members to involve some of the people from the target communities to receive their inputs for policies and strategic planning. The organisation intends to continue on this path depending on availability of resources to cover the costs of the annual general assembly. The members of DEN-L that participate in its annual general assembly are drawn from amongst its partner organisations. These organisations contribute inputs to DEN-L’s policy and strategic plan.

Score: from 4 to 4 (no change)

4.2. Engagement in networks: 'Extent to which the organisation has relationships with existing networks/alliances/partnerships'

This is about what networks/alliances/partnerships the SPO engages with and why; with they are local or international; and what they do together, and how do they do it.

Description of the endline situation:

DEN-L has increased relationships with both national and regional level networks of civil society networks and international development organisations and funders. They have also increased participation in networks and partnerships with government agencies, corporate actors, and institutes of learning.

Since the baseline in 2012, DEN-L has improved partnering with both international and national NGOs to jointly implement projects. DEN-L is currently in partnerships with two Dutch co-financing agencies – ICCO and ZOA/DCR – as well as with several international development organisations currently funding targeted programmes in different thematic sectors in Liberia, including Trocaire, OSIWA, IREX, UNMIL, UN WOMEN, Save the Children/UK, Oxfam, and DAI/FED/USAID.

A shining example of improved partnering with other development organisations was the arrangement for the implementation of the European Commission-funded ‘Non-State Actors' project involving DEN-L, Educare, ActionAid and NEAEL. These partners jointly planned most of the project activities over the life span of the project; shared and coordinated information of travel, workshop schedules, and meetings; effectively involving and coordinating with the County Coordinators of the Ministry of Gender and Development, and other local government officials in organizing meetings and workshops. These actions helped enhanced the smooth implementation of project activities.

DEN-L has improved engagement with state actors at different levels, particularly at the county level. DEN-L has also improved networking and collaboration with local leaders and the Ministry of Gender and Development through the Gender Coordinators based in its core counties of operation – Bong, Lofa and Nimba - in mobilizing communities and following up on different community development projects.

Since the baseline DEN-L has also extended its networking and collaboration to contribution of input to the local government, communities and concessionaires in planning Corporate Responsibility projects in Bong County. For example, DEN-L participated in a meeting organized by ArcelorMittal Liberia Limited, an iron ore concession operating in Nimba, Bong and Grand Bassa Counties, for state actors and local government officials. The meeting highlighted ArcelorMittal's Cooperate Responsibility to the affected communities and how it intends to engage CSOs in the delivery of services to affected communities.

DEN-L currently plays the role of co-coordinator of the Bong County Chapter of the National Civil Society Council of Liberia. They were elected to serve a term of three years in that capacity. In the true sense of networking they occupy a lead role as an NGO in Bong County. DEN-L is still actively involved and they are occupying a key position in the CSOs' network; and are also still actively involved and are influential in the Women's NGO Secretariat of Liberia (WONGOSOL). One the things people say about DEN-L is that they are strong in networking.

Since the baseline, DEN-L has joined two more networks: the Consortium of CSOs for Natural Resource Management that monitors the management of natural resources by the Government of Liberia; and the Grassroots Women's Network in Bong County, which advocates for development of peace-building activities towards strengthening the link between women and the maternity hospital in Gbarnga.

Finally, DEN-L is also in consultation with the University of Ireland, Cuttington University, Kofi Annan Institute of Peace Studies of the University of Liberia, and the Bong Technical College to sign Memoranda of Understanding for partnership and exchange visits among these institutions. DEN-L participates in these many networking and coordination meetings mainly for the purpose of sharing of information among partners and groups (programmatic cross learning), to improve collaboration and coordination among partners, to foster better working relationships.

Score: from 4 to 4.5 (slight improvement)

4.3. Engagement with target groups: 'The organisation performs frequent visits to their target groups/ beneficiaries in their living environment'

This is about how and when the SPO meets with target groups.

Description of the endline situation:
The funding partners of DEN-L interviewed confirmed that the organisation performs frequent visits to their target groups in their living environment. In some cases target groups from different areas are brought to the study centre to take part in the same training. This means that DEN-L maintains direct contact with beneficiaries of their projects mainly during project implementation, particularly those that receive small grants from DEN-L. The direct and frequent contact is to ensure that planned project activities are fully implemented to achieve the objectives and results of the projects.

The forms of contact that DEN-L maintains with the beneficiaries or clients of its projects include the following:

Visitation to the offices of Civil Society Organisations (CSOs) and Community Radio Stations (CRSs) by its mentors to provide one-on-one mentoring of managers and staff (through the IREX project);

Telephone and e-mail communications carried out on an on-going basis between the mentors and the managers for the purpose of sharing information and resources;

Mentoring support at the RSC when the mentors are not in the field they provide mentoring to the CSOs/CRSs in proposal development, advocacy action planning, planning of roundtable conferences, and conflict management/resolution processes; and provision of training in computer maintenance, and the use of the internet to access information or conduct research.

Score: from 3. 5 to 4 (slight improvement)

4.4. Relationships within organisation: 'Organisational structure and culture facilitates open internal contacts, communication, and decision-making'

How do staff at the SPO communicate internally? Are people free to talk to whomever they need to talk to? When and at what forum? What are the internal mechanisms for sharing information and building relationships?

Description of the endline situation:

To fully understand how relationships within DEN-L work one needs to know that the organisation has a hierarchical leadership structure, and the practical manifestation of this structure is reflected in the positioning of staff members and the allocation of decision-making power. To put this into proper perspective, the leadership of DEN-L comprises the General Assembly that defines the broad direction of the organisation, the board of directors that makes policy and provides strategic guidance, and the operational leadership (directorate/management team) that manages the day-to-day operations of DEN-L, including management of staff performance.

At the level of the operational leadership (management team) DEN-L has three layers of staffing – directors (executive, programme, and finance directors), project coordinators, and project staff. DEN-L employs a 'participatory management' approach that involves the three categories of staff in interactions relative to sharing of information, experience, feedback, ideas and inputs to strategic planning, project development and management.

Communication flow among the three layers of staffing is generally good, as people feel comfortable to say what they want. The management did mention that communication and planning is sometimes a bit tricky due to the demands and requests from various stakeholders. The subgroups of the management of DEN-L interviewed showed that the management of the organisation is making conscious efforts to create space for uninhibited internal contacts, communication and decision-making amongst DEN-L's staff. They encourage everyone to be informed, and to freely speak what's on their minds, and to be able to follow it up with management for appropriate action(s) to be taken.

DEN-L's staff members respect each other's cultural values and religions. They speak and act in line with their various cultural values. DEN-L embraces diversity in its staffing.

Score: from 4 to 4 (no change)

Summary of the capability to relate

DEN-L is an active member in local, national and international networks. In the past years these activities have been expanding and new partnerships have been built. The diversity of actors connected to DEN-L has also been expanding to include new target groups in different areas, and state and private sector actors. Engagement with target groups has been taking different forms per project, and DEN-L is encountering new mechanisms to explore this, for example through field visits, bringing target groups from different areas to the MTO'B centre, and through mentoring approaches.

Internally the DEN-L structure seems to be able to give guidance to these diverse activities and internal organisational relations seem open yet structured. The leadership of DEN-L comprises of the General Assembly that defines the broad direction of the organisation, the board of directors that makes policy and provides strategic guidance, and the operational leadership (directorate/management team) that manages the day-to-day operations of DEN-L, including management of staff performance. Management did mention that they sometimes feel stretched by the demands placed on them from all the different sides - this sometimes is expressed in miscommunication. The general assembly has been the main way stakeholders and staff members are able to influence organisational policies and strategies. The management is consciously making attempts to include staff in communication and decision-making.

Score: from 3.9 to 4.1 (very slight improvement)

Capability to achieve coherence

5.1. Revisiting vision, mission: 'Vision, mission and strategies regularly discussed in the organisation'

This is about whether there is a vision, mission and strategies; how often staff discuss/revise vision, mission and strategies; and who is involved in this.

Description of the endline situation:

DEN-L has a clearly articulated mission that is understood by the Board of Directors, management team, and the project staff. The vision of DEN-L is “to create a Liberia at peace with itself and its neighbours”; and the mission of DEN-L is “to build a constituency of people-to-people formations in pursuit of grassroots empowerment, economic justice, democratic development, and gender equity for a just and peaceful Liberia”. The subgroups of DEN-L interviewed indicated that their donors are interested in their mission, vision and core values, and that they prefer providing support to what they stand for instead of project activities outside of their mission and vision.

The board of directors and operational management of DEN-L periodically discuss the vision, mission and strategies in the organisation, and they normally craft a strategic plan every three years. An internal review conducted in anticipation of DEN-L’s current strategic plan that is ending this year (2011-2014), made the following interesting conclusion that still holds true at this endline evaluation:

“[...] in order to maximize the impact of the work carried out by DEN-L, and to ensure coherence between the values and approaches of the organisation, and its vision for Liberia, the following recommendations were suggested for prioritization in the strategic planning process":

“DEN-L needs to bring about a more comprehensive strategic refocusing if it is to be sustainable in a new context for Liberia. While grassroots action is the core of the organisation’s work it must also take on a direct policy-influencing role and, as appropriate, move into a partnering arrangement with government departments and development agencies, while retaining the capability to be constructively critical. Liberia is at a stage where events can be influenced beyond the normal range of expectations, so there is a profoundly unique opportunity at hand. However, there is a view, borne out by this review, that DEN-L is caught in a web of doing. DEN-L needs to change from seeing itself as a passive donor dependent organisation and to shape up for the new opportunities that will arise at this stage of development under Liberia Rising - which will bring a restructuring of aid, and hopefully, a further embedding of democracy and stability. This will bring increased opportunities, especially at county level. If DEN-L remains solely at this ‘doing’ level it will inevitably be pushed into a provision role rather than shaping up society during this significant window of opportunity. It is not often that NGOs are given an opportunity to influence the nature of the society that will be constructed.”

Since the baseline in 2012 DEN-L has convened one Annual General Assembly. Among the results laid out in the Resolution of that general assembly are the issues of broadening the membership of the board of directors to attract board members that bring specialized expertise; and more involvement of the board in strategic planning. This is a testament that DEN-L is still searching for ways “to bring a more comprehensive strategic refocusing if it is to be sustainable in a new context for Liberia”.

Pursuant to the recommendation for strategic refocusing suggested by the review, DEN-L is attempting to transform into a social enterprise. This shows that the current leadership of DEN-L is forward thinking and is proactively seeking out ways and means of becoming a sustainable social enterprise. This could be a step toward moving from 'doing' to taking on a “direct policy-influencing role, and partnering with government ministries and development partners, while retaining the capability to be constructively critical”.

Score: from 4 to 4.5 (slight improvement)

5.2. Operational guidelines: 'Operational guidelines (technical, admin, HRM) are in place and used and supported by the management'

This is about whether there are operational guidelines, which operational guidelines exist; and how they are used.

Description of the endline situation:
DEN-L has developed and published their finance, administration, and human resource policies, but these were already in place during the baseline in 2012. DEN-L uses work plans, project plans, reporting templates and the monitoring guidelines provided by its funding partners to monitor progress of implementation of their projects.

Score: from 3.5 to 3.5 (no change)

5.3. Alignment with vision, mission: 'Projects, strategies and associated operations are in line with the vision and mission of the organisation'

This is about whether the operations and strategies are line with the vision/mission of the SPO.

Description of the endline situation:
The operations of DEN-L are partially in line with its strategic plan. There are compromises due to either the decrease in funding from or complete withdrawal of DEN-L's 'long-term funding partners', which has driven the organisation to forge relationships with various new funding partners for the implementation of 'ad hoc projects' based on the strategies and guidelines of the funding partners.

Both the management team and project staff of DEN-L admit that there have been compromises because the activities of the different funding partners do not help DEN-L in its quest to "bring about a more comprehensive strategic refocusing in order to be sustainable in a new context for Liberia". They rather provide short-term funding that enables DEN-L to remain in the 'provision role' rather than ascending to the 'policy-influencing role' recommended by the strategic review.

The funding partners of DEN-L provide funding support that crosscut different thematic areas within the vision of DEN-L, including training, awareness, gender, advocacy, food security, agribusiness development, natural resource governance and management, corporate social responsibility, because of the way these are linked.

Score: from 4 to 3.5 (slight decrease)

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.

Description of the endline situation:
Since the baseline in 2012 DEN-L has implemented a plethora of 'ad hoc projects' ranging from 6-12 months in duration, funded by different funding partners in different thematic sectors, and in different counties across Liberia, but all of the projects are geared towards building the capacities of local civil society organisations and communities in peace and security, civic education, information dissemination, social enterprise development, and economic empowerment of women.

The portfolio of projects and activities being managed and implemented by DEN-L provide opportunities for mutually supportive efforts as they fall within the strategies of DEN-L. For example, building the capacity of local civil society organisations to monitor the activities of the government and development partners and advocate for change, in tandem with building the capacity of community radio stations to produce and broadcast peace and development programmes, are indeed complementary and mutually supportive. However, when it comes to working towards their mission of becoming a sustainable development study centre not all projects necessarily support this.

Score: from 4 to 4 (no change)

Summary of the capability to achieve coherence

DEN-L has a clearly articulated mission that is understood by the Board of Directors, management team, and the project staff. The board of directors and operational management of DEN-L periodically discuss the vision, mission and strategies in the organisation, and they normally craft a strategic plan every three years. The end of the current strategy is by the end of 2014.

In the implementation of the strategic plan DEN-L has been able to manage the gradual withdrawal of long-term funders by increasing the number of short-term 'ad hoc' projects. These projects have been within the strategic orientation of DEN-L to build capacity of local civil society, communities, engage in the economic empowerment of women, and develop social enterprise.

A previous institutional capacity review from 2011 noted that "that DEN-L is caught in a web of doing. DEN-L needs to change from seeing itself as a passive donor dependent organisation to shape up for the new opportunities that will arise at this stage of development." Currently this still holds true. DEN-L is still searching for ways “to bring a more comprehensive strategic refocusing if it is to be sustainable in a new context for Liberia”. The organisation is attempting to transform into a social enterprise. This shows that the current leadership of DEN-L is forward thinking and is proactively seeking out ways and means of becoming a sustainable social enterprise. This could be a step toward moving from 'doing' to taking on a “direct policy-influencing role, and partnering with government ministries and development, while retaining the capability to be constructively critical”.

Score: from 3.8 to 3.8 (no change)

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

Below you can find a description of the key changes in organisational capacity of DEN-L since the baseline as expressed by DEN-L staff during the endline workshop. First, a description is given of how this topic was introduced during the endline workshop by summarising key information on DEN-L from the baseline report. This information includes a brief description of the vision, mission and strategies of the organisation, staff situation, clients and partner organisations. This then led into a discussion on how the organisation has changed since the baseline.

Introduction

The endline workshop started on Monday, 23rd of June 2014, at the DEN-L Miriam T. O'Brien (MTOB) Centre, just outside of Gbarnga. During this workshop, the staffs present were asked how they thought the organisation had changed since the baseline. This was done after the recap of the original vision, mission and strategies of the organisation, as described in the baseline report. These key changes are further described below. Unfortunately, due to miscommunication, the director and the deputy-director were out of the country at the time of the workshop and a great deal of other staff also was out on different assignments in the field. The research team was able to interview the director of DEN-L extensively at a later stage, and her comments have been inserted where possible.

The staff members wrote down the changes they had seen happening at DEN-L. From there the facilitator organised these, bringing forward the most important issues relating to organisational capacity, linking the issues that were mentioned twice or that were closely related. Eventually the most significant changes according to the DEN-L staff were categorized according to key themes. This led to 3 key areas of change: increase diversity of alternative funding sources, increasingly project-based staff, and improved staff capacity. These changes and the reasons for these changes were further explored, which has resulted in a 'general causal map' (visual and narrative), see below.

Some of the key changes that were initially identified included:

- Reduction in main funding partners
- Spreading out of DEN-L activities: more small grant projects and in more locations in Liberia, and therefore more project-based funding and procedures
- The further development of the initiatives at the MTOB centre such as the pig farm and the development of the lodging facilities
- More staff engaged in higher education and trainings, gained diverse skills in, for example, VSLA, M&E, proposal writing
- Increase of staff working on different projects
- Regular annual staff appraisal
- Project proposals also being developed by programme staff
- Partnerships strengthened with Ireland and with universities within Liberia.

Key organisational capacity changes in DEN-L - General causal map

The general causal map was developed with as its departure points some of the major changes that have occurred at DEN-L since 2012: increased diversity of alternative funding sources; increasingly, project-based staff; and of improved staff capacity. These changes are expected to contribute to the vision of DEN-L to become a sustainable development study centre. At the basis of the general causal map there are a few ongoing shifts in the landscape that have had an important influence to the organisational capacity of DEN-L: the reduction in long-term funding programmes since 2011 and more concretely in 2014. Trocaire and Irish Aid, two major funding partners of DEN-L, Trocaire has pulled out of Liberia while Irish Aid is yet to finalize its program for Liberia. ICCO still remains a core partner but the funding from ICCO has significantly decreased [1]. As a result of this DEN-L has

increasingly and actively changed its strategy to find additional funds [2], involving increasingly diverse and more short-term projects that relate to the expertise of DEN-L. This has led to a portfolio of projects that now not only take place in Bong, Nimba and Lofa (the initial core areas of operation of DEN-L), but to other regions in Liberia [3]. Other core factors that have influenced and steered the changes that occurred at the organisation relate to the vision of DEN-L to be a "sustainable development study centre" [4] (and the ideas on how to work towards this via the development of the MTOB centre) [5], and the long-standing relationship with partners in Ireland who are still able to work with DEN-L [6]. The organisation is consciously working to maintain its values but the thematic areas of the organisation continue to change.

In the general causal map each of these key changes are further discussed. The numbers in the narrative refer to information organised visually in the map on the next page. In the causal maps the attempt is made to trace back key capacity outcomes to competencies and activities, and to factors and causes. At the top the main capacity competencies and outcomes are positioned. These main capacity themes (in yellow boxes) and some of their key consequences (in purple boxes) are noted up top. Blue boxes represent factors and aspects that influence the outcomes above. These can be further traced back to interventions and activities. The contributing activities have been coloured brown. If a factor or outcome negatively impacted the organisation it has been highlighted in pink. The bottom of the causal map shows the most important underlying causes, opportunities and constraints that have influenced the organisation. Certain key influencing causes and external developments that have substantially impacted the organisation are listed in the round boxes at the bottom in light green.

The key areas of change in organisational capacity since the baseline concerned ‘increased diversity of alternative funding sources’ [7], ‘increasingly project-based staff [8]’ and ‘improved staff capacity’ [9]. These three capacity-related outcomes were said to be instrumental in enabling DEN-L to work towards becoming a sustainable development study centre [10].

Increased diversity of alternative funding sources

DEN-L has increased its diversity of alternative funding sources [7]. Key contributions to this change include: development of the Miriam T. O'Brien Centre facilities and activities [11]; strengthened funding partnerships with the Friends of Ireland and local universities [17]; and more active proposal writing [18]. Staff members of DEN-L now feel that they are now able to face challenges and survive in the storm: "we are not being spoon fed", said one staff member.

A key development that has strengthened DEN-L in sourcing funding has been the further development of the MTOB centre through further investments in facilities (rooms and other assets – pig farm) and consulting services [11]. When it comes to the MTOB centre as a whole the staff members say that more is planned: they built 6 self-contained rooms for guests to stay in, and intend to build 12 new rooms. According to staff, this was due to an increasing demand for DEN-L’s training and lodging facilities [12]. Agricultural activities were up-scaled as well: The area also holds a piggery where now more than 100 pigs (compared to 4 pigs in 2012) are being raised to provide food for the cafeteria [13]. This was helped in its development by a staff member who was sent to a training by the Food and Enterprise Development (FED) programme to get some training in 'farming as a business' in 2012 [14]. A third reason for increased diversity of funding sources was a project with IREX in 2012 and that started up a CSO resource centre at the MTO'B centre [15], .

The above-mentioned developments have all been examples of the way DEN-L has been working on its mission to become a sustainable development studies centre that is able to offer trainings and capacity-building services to organisations and civil society groups [5]. At the same time DEN-L was forced to develop these facilities and services more urgently. DEN-L needed to look for ways to finance important institutional costs such as administrative functions [16]. The reason for this is that it turned out that the smaller and shorter projects they were now engaging in would rather not pay for much institutional overhead [3]. The head of HR mentioned that: "There is a restricted amount for institutional support - mostly 3% or 4% per project. Now, a great portion of the benefits from the centre are being sourced to support project management and administration. This is a bit of a struggle sometimes".

Another component of increased diversity of funding was the strengthened ties with partners in Ireland. The partnership with the 'Friends of DEN-L' in Ireland has further opened opportunities for

getting funding (both for scholarships and for direct funds to the program) [17]. These donations from Ireland, reaching back to the ties of the original founders of DEN-L (two Irish nuns), have been regular for a long time. These long-standing relations with Ireland are still kept solid [6].

The final component that helps with finding alternative funding sources has to do with project staff being engaged more and more with proposal writing and bringing in projects individually, whilst before this was mainly done by the programme director [18]. One of the reasons for this increased engagement of staff in proposal writing included the proposal writing trainings between 2012 and 2013 [19]. IREX did the trainings as part of the Organisational Development trajectory for the civil society organisations resource centre that they are funding at the DEN-L's MTO'B Centre [20]. Also within DEN-L efforts were made to provide in-house trainings in proposal writing. This also relates to staff skills and wide range of topics are being taught to each other internally: for example, when the former DEN-L director came from his Master's degree studies in Ireland he organized a session with staff and shared what he learned [21].

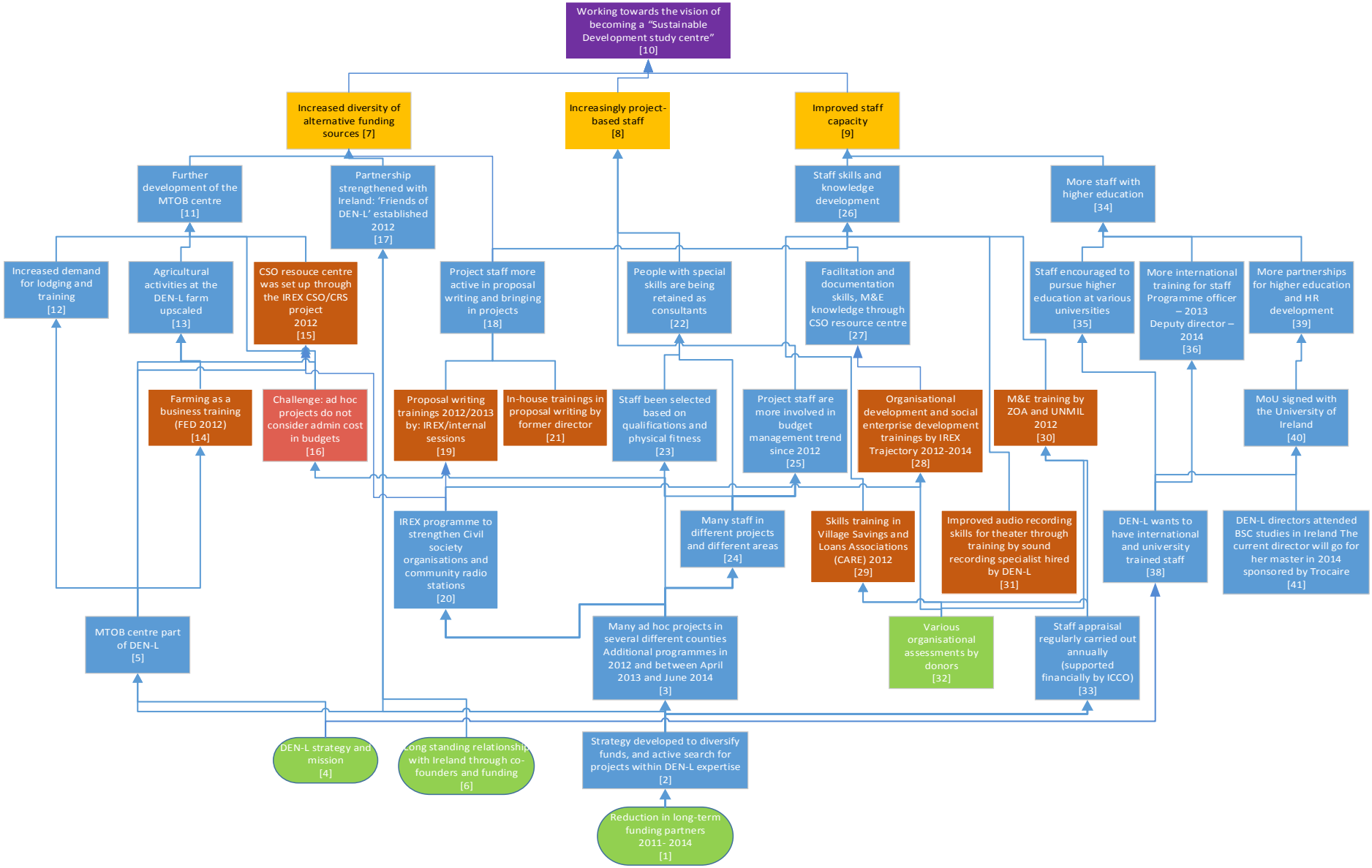
Increasingly project-based staff

According to staff, there is a change in staff structure, where project staff members are more involved in project management, and the hiring of staff is more project-based since 2012 [8]. The staff at the workshop explained that more people are being hired on a project basis, and that those with specific skills and experience are being retained as consultants dependent on the projects at hand [22]. This was also reflected in one of the interviews with a partner (Trocaire). They had the impression that DEN-L had made some good, but hard, choices in terms of who they hire and no longer just hire friends or family. Instead they try to hire on the basis of what a person can do in the project. Underlying the retaining and flexible hiring of more people with special skills and experience is that DEN-L is now more actively looking for people with qualifications and top physical condition, according to the Deputy Director for Finance and Administration [23]. Another reason for retaining and flexible hiring of people with special skills and experience is the specific requests of the short-term projects with various donors and NGOs that have certain targets and are working in different localities [3]. The target communities for DEN-L are Bong, Lofa and Nimba Counties but other aspect of the organisation's work brings people from across the country as well as Serra Leone and Guinea. DEN-L staff cannot be everywhere at the same time and therefore more staff members are attracted based on the project budget and area of activities. This also means that these specific project officers have more individual management tasks, such as taking care of the work plans and budgets [25]. In our discussions with the director of DEN-L it later came forward that regular communication and meet with staff on different projects was becoming difficult. In fact, on the day of the endline workshop, the present staff lamented the lack of communication about the workshop and stated that many programme and field staff members were out in the field a lot. This outcome was not explicitly explored during the causal map however but might be distilled from the discussions during the endline workshop and the interviews that the team did afterward. The director later mentioned that she is sometimes split between Monrovia and Gbarnga. She says that many of the projects and donors are in Monrovia so she has to meet with them often, while their offices activities are in Bong County. This leads to a lot of travelling.

Improved staff capacity

A key issue that was prominently discussed during the causal map was the DEN-L focus on the perceived improvement of staff capacity [9]. Many staff present felt that in the past two years many staff members have been able to take part in many trainings and educational activities.

In this causal map this has been split into new and better skills for staff and more staff with higher education. It should be noted that it was not exactly clear to what extent these new skills and education have changed project implementation, but DEN-L has mentioned in its strategic plan the need for higher educated staff in order to keep up to date with the developments within Liberian society.


Working towards the vision of becoming a "Sustainable Development study centre" [10]
Increased diversity of alternative funding sources [7]
Increasingly project-based staff [8]
Improved staff capacity [9]
Further development of the MTOB centre [11]
Partnership strengthened with Ireland: 'Friends of DEN-L' established 2012 [17]
Staff skills and knowledge development [26]
More staff with higher education [34]
Increased demand for lodging and training [12]
Agricultural activities at the DEN-L farm upscaled [13]
CSO resouce centre was set up through the IREX CSO/CRS project 2012 [15]
Project staff more active in proposal writing and bringing in projects [18]
People with special skills are being retained as consultants [22]
Facilitation and documentation skills, M&E knowledge through CSO resource centre [27]
Staff encouraged to pursue higher education at various universities [35]
More international training for staff Programme officer – 2013 Deputy director – 2014 [36]
More partnerships for higher education and HR development [39]
Farming as a business training (FED 2012) [14]
Challenge: ad hoc projects do not consider admin cost in budgets [16]
Proposal writing trainings 2012/2013 by: IREX/internal sessions [19]
In-house trainings in proposal writing by former director [21]
Staff been selected based on qualifications and physical fitness [23]
Project staff are more involved in budget management trend since 2012 [25]
Organisational development and social enterprise development trainings by IREX Trajectory 2012-2014 [28]
M&E training by ZOA and UNMIL 2012 [30]
MoU signed with the University of Ireland [40]
IREX programme to strengthen Civil society organisations and community radio stations [20]
Many staff in different projects and different areas [24]
Skills training in Village Savings and Loans Associations (CARE) 2012 [29]
Improved audio recording skills for theater through training by sound recording specialist hired by DEN-L [31]
DEN-L wants to have international and university trained staff [38]
DEN-L directors attended BSC studies in Ireland The current director will go for her master in 2014 sponsored by Trocaire [41]
MTOB centre part of DEN-L [5]
Many ad hoc projects in several different counties Additional programmes in 2012 and between April 2013 and June 2014 [3]
Various organisational assessments by donors [32]
Staff appraisal regularly carried out annually (supported financially by ICCO) [33]
DEN-L strategy and mission [4]
Long standing relationship with Ireland through co-founders and funding [6]
Strategy developed to diversify funds, and active search for projects within DEN-L expertise [2]
Reduction in long-term funding partners 2011- 2014 [1]

Staff skills and knowledge development

Regarding staff skills and knowledge development [26], some of the key skills that DEN-L staff members mentioned in the discussion were that they had become better in proposal writing [18], which is explained above, and also in facilitation, documentation and M&E [27]. The latter was a result of IREX trainings on Organization Development such as communication, reporting, monitoring and evaluation in 2013 [28]. They recently started a trajectory to train DEN-L staff in social enterprise development. According to IREX, their idea is to train and build the capacity of DEN-L staff so that they can teach other CSOs and community radio stations about organisational development and social enterprise development. IREX and the DEN-L staff mentioned that they are looking for potential interventions to build an M&E system, but those plans have not yet been further developed. The presence of the IREX-sponsored Resource Centre for CSOs [15] has also allowed staff to practice facilitation, documentation and research. IREX has sent two consultants to do these trainings with CSOs in the area and also allowed DEN-L staff to profit from that. Some specific employees trained in Organisational Development in 2013 were:

- Marie Tamba — Programme officer for the IREX CSO/CRS project
- Karmue Kamara — Programme officer for the Theatre activities of DEN-L
- Augustine Tweh — Coordinator for Save the Children/DRC project
- Varbah Tennie — Coordinator for Save the Children project
- Beatrice Sondah — DEN-L trainer
- Esther Jarwu — Coordinator for the Gender Action Programme
- Peter Dolo — Human Resource manager
- Zubahyea Joejoe — Former director

Some of the other trainings to build DEN-L staff capacity included: Village Savings and Loans Association training by CARE in 2012 [29]; M&E trainings by ZOA and by UNMIL [30] (both separate, but in 2012); a training on audio recording by a local specialist paid for by DEN-L [31]. Some of these trainings, such as the M&E trainings, have been initiated by some organisational assessments being done by some organisations: four different assessments by four different donors on the capacity development of DEN-L led to the organization putting more effort in training staff and getting qualified staff members. ICCO, IREX, ZOA and Save the Children and UN Women assessed these needs for training staff in monitoring and evaluation, proposal writing, VSLA, financial management, and business development [32]. When it comes to monitoring and evaluation skills however, the effects of the training seem to be mostly limited to engagement with beneficiaries, as there is no structural DEN-L M&E system. Participants of the workshop told us that almost each project was monitored through the funding organisation. DEN-L members said that they were working towards setting up a system.

In addition to the external organisational assessments, since the last two years an annual staff appraisal has been done to assess staff expectations and experiences, including looking at what kinds of trainings they are interested in [33]. Many staff present felt that they had been involved in organisational processes through these appraisals but also through the organisation of an Annual General Meeting in 2014. This was sponsored by ICCO. These events were occurring more often since the baseline.

More staff with higher education

The second component that contributed to improved staff capacity was that more staff members were engaged in higher education learning [34]. As part of the DEN-L strategy and mission staff members are generally encouraged to pursue education in higher education institutions, and occasionally they are able to get some funding for that. The ICCO funding has been used in this respect to help various staff in pursuing this, with an amount of 1500 Euros (DEN-L support to capacity sheet - SPO perspective) [35].

DEN-L staff clarified that a number of staff members received higher education in various areas, as follows:

Position	Year	Degree
DEN-L trainer	2012	Bachelors of Arts (Sociology)
Save the Children coordinator	2013	Bachelor of Science (Management)
Financial officer	2014	Master of Science (Finance)
Human resource manager	2014	Master candidate (Regional Planning)
Gender for Action coordinator	2012	Bachelors of Arts (Sociology)

More international trainings have taken place since 2012 as well [36]: a DEN-L trainer who is part of the IREX project was able to go to Switzerland in 2013 on a scholarship revolving around the topic of UN resolution 1325. The deputy director for programmes was able to do short term course in Australia in 2014. The possibility for the DEN-L trainer (not in the workshop) to go to Switzerland was explored through networking of the director of DEN-L and through active application [37]. These attempts supported staff capacity development through higher education and learning and the need for DEN-L to confidently become a development studies centre were among the key influencing factors [38].

The third factor leading to staff being educated more highly was due the establishment of a number of partnerships for higher education and human resource development [39]. Within the context of partnerships the head of Human Resources said that DEN-L had now also solidified their arrangement with the Kimmage University in Ireland: a Memorandum of Understanding has been signed [40]. The date was not actually mentioned in the discussion. The fact that the current director, and two previous DEN-L directors have studied in Ireland, and the fact that DEN-L has good contacts there gives DEN-L the possibility of funding and scholarships there [41]. In the past Trocaire supported the directors of DEN-L to study in Ireland. These directors got their masters from Kimmage University. The current director received funding from Trocaire to start a Masters' degree in Ireland in September 2014.

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