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



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The Liberia 5C evaluation team

List of abbreviations and acronyms

5 C	Capacity development model which focuses on 5 core capabilities
AfT	Agenda for Transformation
ALU	Association of Liberian Universities
BPC	Business Plan Competitions
BYB	Build Your Business
Causal map	Map with cause-effect relationships. See also 'detailed causal map'.
Causal mechanisms	The combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome
CDI	Centre for Development Innovation, Wageningen University and Research centre, the Netherlands
CFA	Co-Financing Agency
CSO	Civil Society Organisation
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
IBEX	Investing in Business Expansion (programme)
IREX	International Research & Exchanges Board
IYF	International Youth Foundation
LIPA	Liberia Institute of Public Administration
LTEP	Literacy and Training for Employment (programme)
M&E	Monitoring and Evaluation
MDF	Management for Development Foundation Training and Consultancy
MFS	Dutch co-financing system
MIS	Management Information System
MSME	Micro, Small and Medium Enterprises
NGO	Non-Governmental Organisation
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
PRS	Poverty Reduction Strategy
SPO	Southern Partner Organisation
ToC	Theory of Change
ToT	Training of Trainers
UEC	United Entrepreneurship Coalition
UNESCO	United Nations Organization for Education, Science and Culture
USAID	United States Agency for International Development
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: BSC 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.

For those SPOs involved in process tracing a summary description of the causal maps for the identified organisational capacity changes in the two selected capabilities (capability to act and commit; capability to adapt and self-renew) is provided (evaluation questions 2 and 4). These causal maps describe the identified key organisational capacity changes that are possibly related to MFS II

interventions in these two capabilities, and how these changes have come about. More detailed information can be found in appendix 5.

Chapter 5 presents a discussion on the findings and methodology and a conclusion on the different evaluation questions.

The overall methodology for the endline study of capacity of southern partner organisations is coordinated between the 8 countries: Bangladesh (Centre for Development Studies, University of Bath; INTRAC); DRC (Disaster Studies, Wageningen UR); Ethiopia (CDI, Wageningen UR); India (CDI, Wageningen UR); Indonesia (CDI, Wageningen UR); Liberia (CDI, Wageningen UR); Pakistan (IDS; MetaMeta); (Uganda (ETC). Specific methodological variations to the approach carried out per country where CDI is involved are also described in this document.

This report is sent to the Co-Financing Agency (CFA) and the Southern Partner Organisation (SPO) for correcting factual errors and for final validation of the report.

1.2 Brief summary of analysis and findings

This report contains the organisational capacity component of the MFSII endline study in Liberia, concerning the Business Start-Up Centre Monrovia (BSC). The endline discovered that the BSC has been developing steadily in the past two years, with improvements along all 5 capabilities. Positive developments within the capability to act and commit related to organisational leadership, maintaining staff, developing staff skills and diversifying funding sources. Within the capability to adapt and self-renew, improvements were seen in M&E application, the implementation of a new monitoring system and a more designated role focused on monitoring. On the capability to deliver on development objectives only a slight increase was seen due to the combination of more project locations while planned outputs are occasionally not reached. The capability to relate improved further due to increased networking and participation in more varied partnerships and projects. The capability to achieve coherence was enhanced due to the further development of operational and strategic documents.

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 in the organisation to be surrounding the development of training and facilitation competencies, increased networking skills and practices, and a slightly more effective monitoring system. Other developments were surrounding the expansion of BSC offices and programmes, improvement of strategy and organisational procedures, and improved team relations and communication. Important underlying factors that played an important role in these aspects were the support of MFSII funds, support by SPARK and BiD-Network in the form of a wide range of trainings, and the need to strive for sustainability through the diversification of funds and networks.

The two organisational capacity changes that were focused on through process tracing, were 'Enhanced training and facilitation competencies' (within the capability to act and commit) and 'Slightly improved capacity for programme management' (within the capability to adapt and self-renew). Within the first organisation capacity change the evaluation team identified that both competencies and entrepreneurship and business knowledge had improved through a wide range of trainings (both local and international) supported by MFSII funds and through the participation in a new programme with Chevron and International Youth Foundation. Within the second organisational capacity change, on programme management, slight developments were seen along the line of programme management competencies, organisational management, and reporting standards. Key factors were that BSC seeks to be an independent organisation after 2015, but also that the organisational structure is open and flexible. Support was given by SPARK (MFS II) in the form of funding for local trainings related to programme management, and a new monitoring system was introduced by SPARK. As such, both the identified organisational capacity changes can to a large extent be attributed to MFSII-funded capacity development interventions.

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 – BSC

2.1 General information about the Southern Partner Organisation (SPO)

Country	Liberia
Consortium	United Entrepreneurship Coalition (UEC)
Responsible Dutch NGO	SPARK
Project (if applicable)	BSC Monrovia has been set up with the goal to develop an Entrepreneurship Centre / an incubator that will offer trainings, technical assistance through coaching and mentoring, facilities rental, business plan competition, access to finance and services relevant to SME development and growth. In addition, BSC focuses on developing employable skills required by the job market for youths in search of jobs.
Southern partner organisation	Business Start-up Centre (BSC) Monrovia

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.

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 trials 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 sanitizing supplies to communities.

BSC

The BSC Monrovia has slowed down its classroom and training activities since the onset of the Ebola pandemic in Liberia and the declaration of the state of emergency by the Government of Liberia. In several announcements related to the gathering and assembling of persons, the government announced a ban on classes and many other gatherings. This ban has greatly affected the work of the organisation.

The organisation states though that it continues to monitor its beneficiaries using phone calls and email, but have not held any new training courses or activities during this time.

Plans are underway though for the SPO to provide training and expertise for entrepreneurs planning to engage in the fight against the deadly Ebola pandemic, and they are engaging with some of the stakeholders on funding and planning a way forward.

There are plans to resume once the government lifts the ban on holding of classes, and lifts the current curfew.

2.3 Contracting details

When did cooperation with this partner start: 2009

What is the MFS II contracting period: January 2011 - December 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? N/A

2.4 Background to the Southern Partner Organisation

History

Since January 2011 the BSC is a partner of the United Entrepreneurship Coalition to implement the MFS II programme in Liberia. This programme, led by SPARK and supported by BiD-Network, has three objectives i) Direct poverty alleviation (through SME/entrepreneurship Development and therefore job creation) ii) Capacity Building of the local partners and their networks (LEAP/ LBBF/ ALU/ BSC Monrovia) iii) Policy Making & Advocacy.

BSC strives to be a sustainable small and medium enterprises (SME) support organisation. The goal was to be that in 2015, with sufficient capacity to attract resources in order to build SME capacity in Liberia.

Vision

The BSC vision is to create an enabling environment for private sector development, which is essential for creating self-reliance and thereby poverty alleviation in least developed countries and fragile states. The partners share the vision of the consortium partners, and are united in their vision for pro-poor sustainable economic growth, particularly through (1) strengthening relevant local partners, (2) facilitating entrepreneurship; and (3) creating an enabling environment for private sector development, which is essential for creating self-reliance and thereby poverty alleviation in least developed countries and fragile states.

Mission

BSC Monrovia aims to develop and spur both entrepreneurship and education, empowering young Liberians to lead their society into prosperity.

Strategies

The strategy of BSC is to empower young and ambitious Liberian youths through small and medium enterprise development support, entrepreneurship support, building the capacity of universities, technical and vocational graduates and would be graduates through business and employable skills trainings to establish their enterprises and also preparing them for the job market. Job placements and BSC certified systems provide for the establishment of a supply chain where target groups are link to prospective employers (organisations, institutions). This is done through organising workshops, business skills trainings, employability trainings, business plan competitions, seminars, business linkage or supply chain activities, radio shows, coaching and mentoring services. BSC Monrovia maintains its mission and vision as was spelled out during the baseline. The strategies have remained focused on working with university graduates and persons entering into new businesses. The BSC Monrovia has added satellite hubs in several regions and new business managers who offer business training and development to man those hubs.

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 2012¹.

¹ 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 be a 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 the BSC that have taken place since the baseline are described. The information is based on the information provided by the CFA.

Table 1

Information about MFS II supported capacity development interventions since the baseline in 2012

Title of the MFS II supported capacity development intervention	Objectives	Timing and duration	Budget
Training in Facilitation skills and Business Development Services by Triodos Facet	Knowledge and skills about training and facilitation, and BDS positioning of BSC	May 2012, November 2012 October 2013	Euro 20.030,- Ca. Euro 20.000,- Ca. Euro 30.000
Training & Facilitation Skills MDF- West Africa (Ghana)	Training and facilitation skills	September 2012 September 2013	Euro 8.005,- Euro 8.451,-
MDF Support mission	Strategy plan development and follow-up	September 2012 and January 2013	Euro 18.827,- Euro 23.153,-
International Entrepreneurship training in the Netherlands (Tilburg) for the programme coordinator	Understanding of international entrepreneurship	June/July 2013	Euro 4.250.00,-
InfoDev training on Business Incubation Management	Managing Incubator and financing options for Incubator.	August 2013	Euro 30.000,-
BiD Network - Ready4Finance: Business & Financial Planning - Pitching - Investment Process - Establishing a Business Angel Network - Build Your Team - Advisory Services: - BiD Platform - Business Plan Manager on BiD Website	BiD Networks regular trainings focused on improving the overall knowledge and skill set of the BSC Monrovia. Topics such as finance, business support, access to finance, training, coaching, investment and providing services to the entrepreneurs were taken up.	Throughout 2012, 2013, 2014	Euro 42.000 (2012) Euro 35.000 (2013) Ca. Euro 30.000 (2014)
Monitoring & Evaluation - Liberia Institute of Public Administration (LIPA)	Better understanding of Monitoring and Evaluation	August 2012	US\$600.00
Development Management - LIPA	Better understanding of Development management	September 2012 until March 2013	US\$600.00
Teambuilding and stress management - Hanson-Alp	Teambuilding and stress management	January 2014	US\$750
Quickbooks training - LIPA	Financial reporting and accounting	January 2014	US\$500

Sources: CFA Support to capacity development sheet, training questionnaires BSC staff, endline workshop

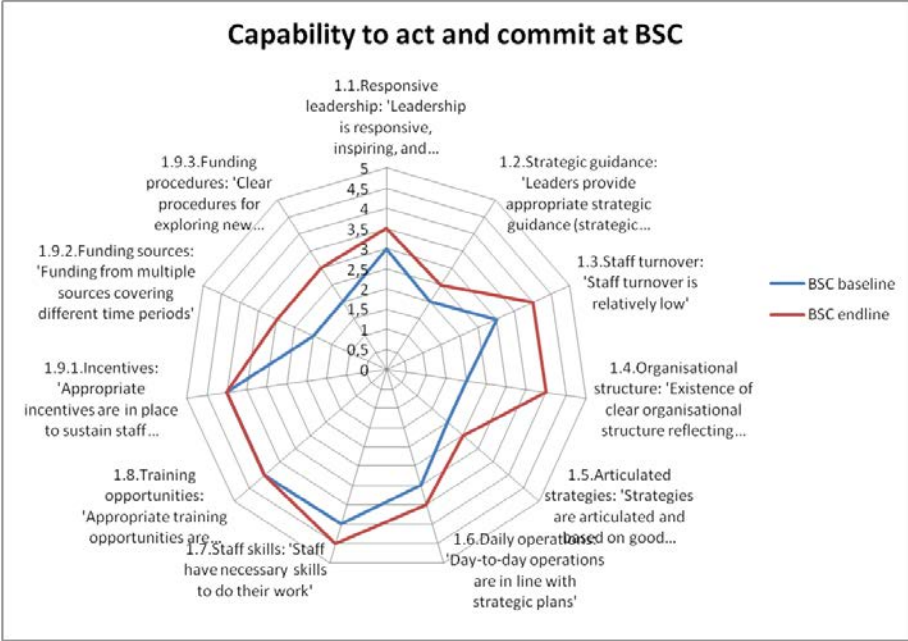
4.2 Changes in capacity and reasons for change - evaluation question 1 and 4

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 what the key changes in the organisation were 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

Capability to act and commit



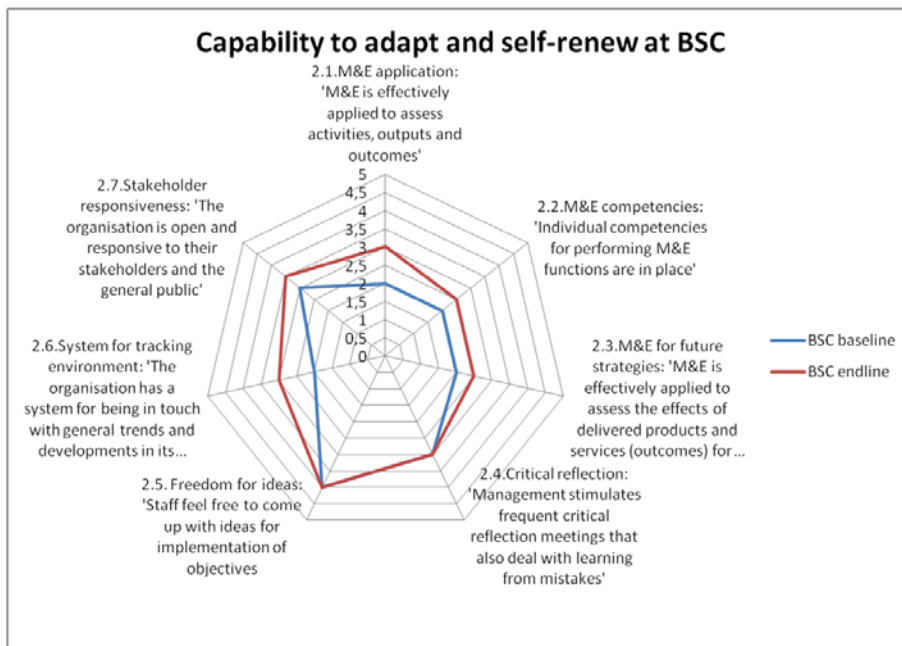
BSC Monrovia has grown since the baseline in 2012. The organisation has added more hubs and employed people to lead those hubs. It has also provided training and is seemingly good at the programme side of the business. This is evident in the ability of the current leadership to continue the vision and the mission of the organisation with diminishing funding from SPARK. The leadership of the organisation has been taken up quite well by the current programme coordinator, who has been noted to have professionally stimulated, inspired, and guided staff of the BSC. SPARK has been increasingly withdrawing from operational management and giving the BSC a chance at the steering wheel. SPARK does keep an eye on new projects and gives advice. The current organisational structure now also better reflects staff roles and responsibilities since the involvement of SPARK in strategic and operational guidance has reduced since the baseline.

Every staff member at BSC Monrovia has learned to do trainings and can now carryout trainings. It's now a policy at BSC Monrovia for each staff to have the capacity to do training. SPARK and BiD-Network have trained them in Liberia (and offered the possibility for individual trainings at other institutes), the Netherlands, Rwanda, and Ghana. This has led to a strong capacity building focus in the organisation. The continuous coaching and the relatively low staff turnover have also helped the staff capacity development of the BSC Monrovia. The overall enthusiasm for entrepreneurship in the UEC and at the SPARK head office also contributed to the staff capacity development. The training opportunities still are the main incentives for staff, since staff salaries are still not in line with the market. Furthermore, staff salaries have not been paid for seven months at the time of the endline due to inadequate proposals and financial reporting of BSC to SPARK, which delayed funding.

BSC Monrovia has got multiple funding sources, most notably via Chevron for expanding the number of Entrepreneurship Centres. However, it should be noted that SPARK has also been a key factor in the sourcing of these networks and funding. SPARK often links the BSC Monrovia up with most of these opportunities by sharing information and invitations to network events, and guiding in the partnership engagement processes. A funding procedure has not been developed yet but BSC, is planning to do that, with the support of related documents from SPARK. Strategic independency and organisational sustainability has been a main issue, particularly since it is trying to become more independent from SPARK.

Score: from 2.8 to 3.5 (slight improvement)

Capability to adapt and self-renew

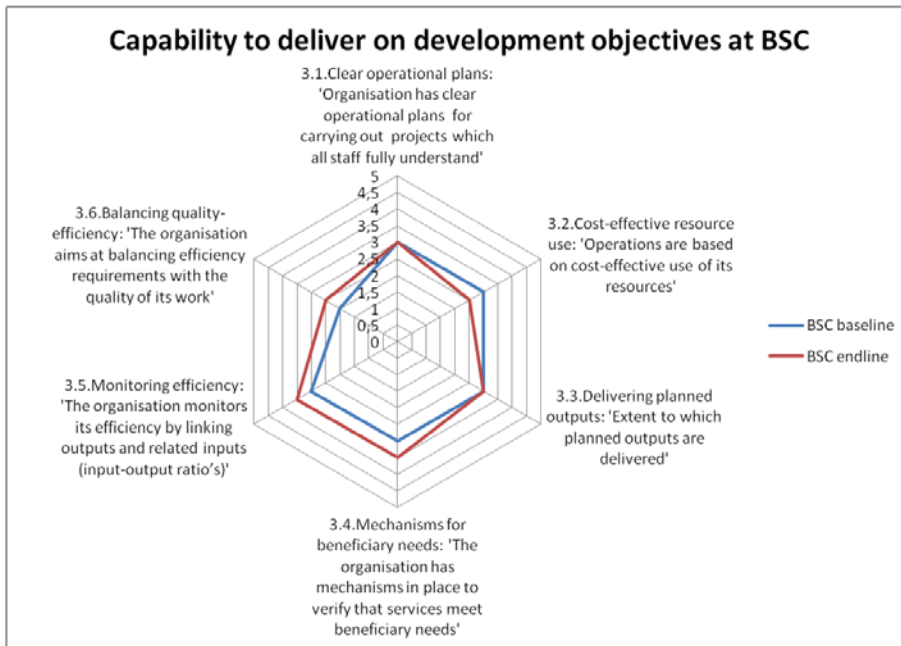


The BSC currently uses two different approaches aimed at different kinds of monitoring and evaluation: the balanced scorecard, and the recently introduced software Salesforce. Especially the use of Salesforce seems to have improved ways in which entrepreneurs are monitored and guided. The additional designation of a business coach/monitoring officer to focus on this process has contributed to improved progress reporting on entrepreneurs. In the past two years some M&E skills have been gained through LIPA training and SPARK guidance. BSC Monrovia is at this stage still far from having a comprehensive M&E system in place that can help to make informed strategic and operational decisions.

BSC Monrovia has developed a practice of holding meetings weekly at the beginning of the week, not only to discuss critical issues, but also to discuss the entire operations in terms of new plans, new ideas, and new ways of approaching targets geared towards consistently improving overall performance. Staff members feel they are able to contribute ideas and are encouraged to take responsibility. The relatively flat and open hierarchical structure stimulates this. When it comes to being in touch with trends within development environment the BSC has made steps may in terms of networking in relation to MSME development, and collecting information on the external environment from different stakeholders.

Score: from 2.6 to 3.1 (slight improvement)

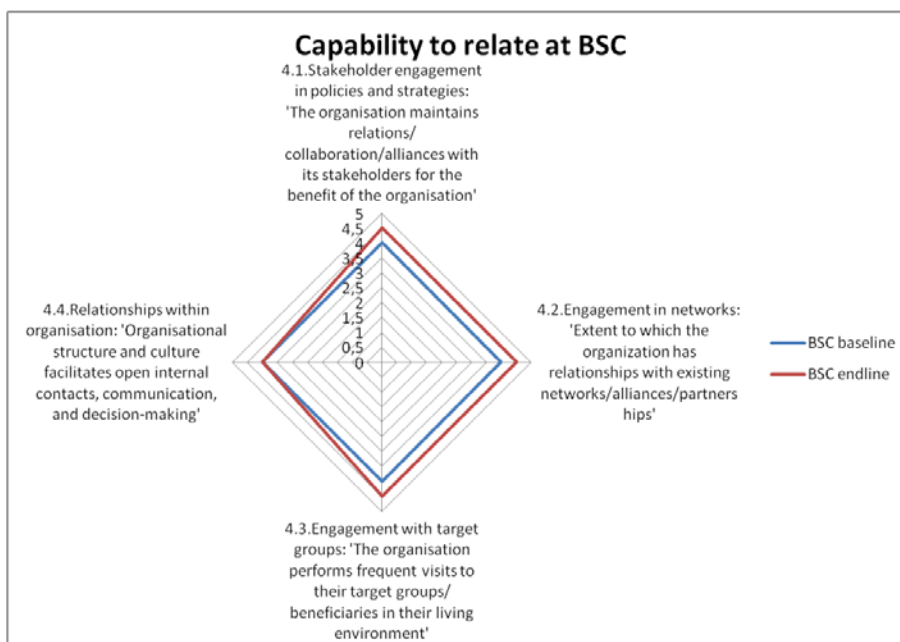
Capability to deliver on development objectives



In the last two years the BSC has seen an expansion in the number of programmes and projects as well as number of staff and operation areas. As such, more projects and Business Plan Competitions were held. On the whole it seems that according to BSC management 75% of planned outputs have been achieved over the past fiscal years. Funding transfers have affected cost-effective use of resources and efficiency of the work, but the BSC has managed to keep operations going through good communication and rapport with the main funders, and has been able to balance quality with efficiency of the work. Quality and efficiency are being monitored especially through the Salesforce software. Having operational plans in place has helped staff to deliver the outputs. But delays in funding and many visits and unexpected events from donors and partners, in addition to the many trainings, does keep staff distracted from their work.

Score: from 2.8 to 3.0 (very slight improvement)

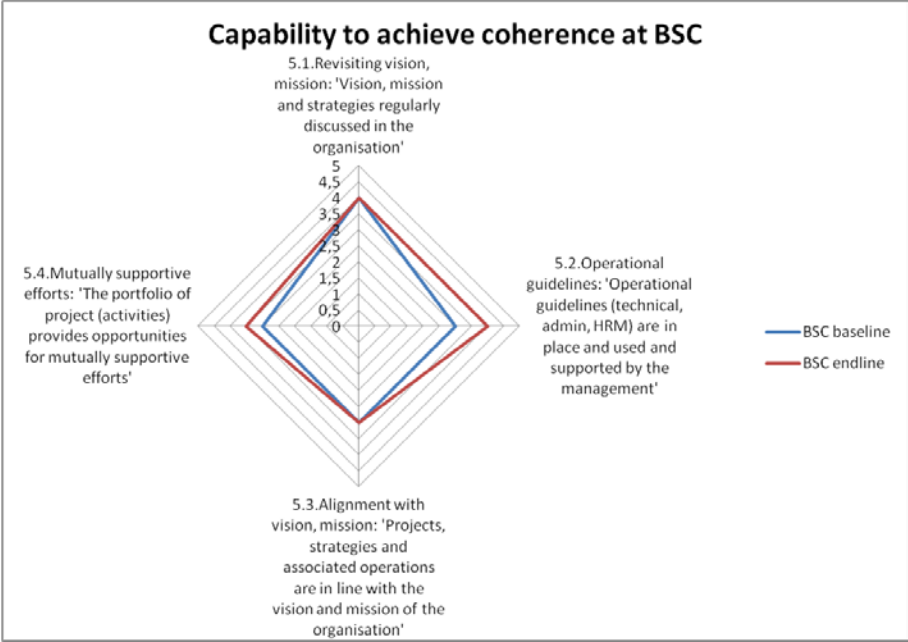
Capability to relate



During the endline assessment it was clear that the BSC was working on increasing their connections, networks and partners. The past two years have seen the development of a local investor network, co-organisation of MSME conferences in cooperation with large donors and the Liberian government and expansion of current partnerships. Though the BSC still relies on SPARK and BiD-Network for support in finding and operating new programmes, developments show that the BSC is increasingly able to access local and national networks and opportunities. Interaction with stakeholders and beneficiaries has improved somewhat due to having regional centres, communicating by phone to clients, and by having regular field visits. Being a young organisation and the flexible and open organisational structure gives staff members space to share new ideas.

Score: from 4 to 4.4 (slight improvement)

Capability to achieve coherence



Since the baseline the BSC has greatly tried to build systems and strategies in order to operate in post 2015. Efforts were supported by SPARK and BiD-Network to develop services and build organisational capacity. Strategising sessions were held, new services and products are being thought up, and a strategic document is currently being developed. In line with this process, operations manuals (including issues like HRM, finances, administration and programme management) have been updated and elaborated upon.

Whilst projects, strategies and associated operations are aligned with the vision and mission of the organisation, there are opportunities for projects funded by new donors that are not completely in line with the vision and mission. BSC is considering revising the vision and mission in line with a broadened scope of work. Different donors contribute resources to similar project activities and as such project activities are mutually supportive. Different donors contribute resources to similar project activities in order to address the bigger picture. Funding from different donors impact the development of entrepreneurial competencies amongst new entries and also strengthen those of current business practitioners. An example of this is very clear in the work with Chevron, as the initiation of three regional offices enables the BSC to offer similar projects and services in those areas. As such, Business Plan Competitions, basic business training modules and life skills training have been offered there.

Score: from 3.3 to 3.6 (slight improvement)

4.2.2 General changes in the organisational capacity of the SPO

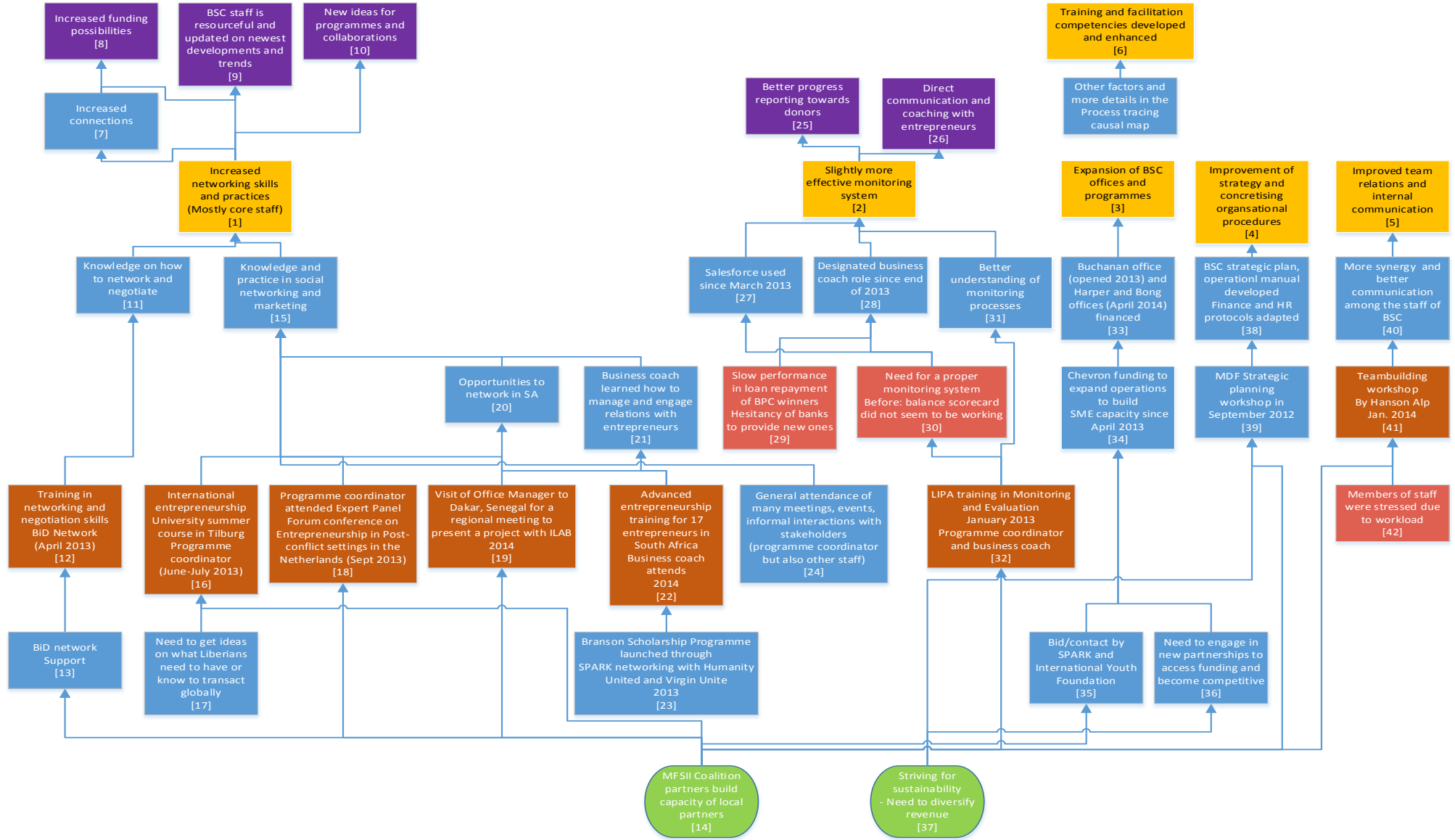
During the endline workshop at the SPO, a discussion was held around what staff perceived as the main changes in organisational capacity since the baseline and why these changes have taken place. The discussion was visualised in a general causal map as can be seen below. The narrative for the general causal map is also described below. It gives a more general picture of what were seen as important changes in the organisation since the baseline, and how these changes have come about. It tells the more general story about the organisational changes in the SPO. Please refer to the Appendix 3 for further details and descriptions. Whilst the general causal map is mainly based on discussions during the endline workshop, additional information is added from additional sources. 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 numbers in the narrative correspond to the numbers in the visual.

According to BSC staff present at the endline workshop, a lot has happened in the organisation since the baseline:

- Increased training possibilities given to staff;
- Increased number of training modules offered;
- Training and facilitation skills developed and enhanced for many staff;
- Staff number was increased;
- BSC becoming better known in central Liberia;
- Number of centres increased: now the BSC is located in Gbarnga, Buchanan, Harper;
- More partners and clients working with the BSC;
- More synergy and teambuilding within the BSC team.

Many of the issues noted were related to the training of staff: many staff members are now able to give trainings and facilitate sessions. Since 2012 these *training and facilitation skills* had been enhanced for the programme coordinator, the business coach/monitoring officer and the finance/administrative officer who had already been there for a while. The other, newer staff, had developed training and facilitation skills since they joined the organisation in 2013 and 2014. The programme coordinator stressed that if the BSC becomes very good at giving trainings, at facilitating and helping entrepreneurs, then the BSC also becomes better able to go out and market itself, and get possibilities for funding and income (see section 4.3). The discussion around general changes in the organisation was focused on this key organisational capacity: improved networking skills & practices [1] and a slightly more effective monitoring system [2]; expansion of BSC offices and programmes [3], improvement of strategy and operational documentation [4], and improved team relations and internal communication [5].

The main influencing factors and causes of changes in BSCs organisational capacity are related to the efforts made with the MFS II funding support [14]. From the beginning of the MFS II period SPARK and BiD-Network have strongly put focus on developing the BSC as an organisation, but also to develop the competencies of staff members. Parts of the key incentives to motivate staff were the many trainings planned from the beginning and the various opportunities that BSC staff members were stimulated to take. Both SPARK and, to a lesser extent, BiD-Network played important and influential roles in this. An important motivation that has guided the BSC since the baseline has been the expected need to become sustainable as an organisation (especially after 2015) and in relation to that to diversify funding sources [37]. For instance, in the yearly contracts with the United Entrepreneurship Coalition (UEC) the BSC is expected to contribute own funding and to work on independent strategic plans.



The members of the BSC said that the monitoring system has been improved to a certain extent [2]. The programme coordinator noted that the reporting towards donors has improved: the BSC has more up to date and accurate information on their entrepreneurs, and is better able to show to potential donors what they are doing and what progress is made [25]. By having constant and direct engagement with entrepreneurs and by focusing on this designated task the business coach/monitoring officer has increased her monitoring experience and practices [26]. This discussion mainly circled around the introduction of the Salesforce software programme [27] and the specific designation of the BSC business coach since 2013 [28]. Salesforce is a software programme that makes it easier and quicker to share information on business indicators. These two developments were introduced due to the discovery that the BSC and SPARK needed to be better able to see how the Business Plan Competition grant and loan winners were managing their businesses and repaying their loans to the bank. The business coach was assigned to actively focus on this monitoring. She said that one of the advantages of Salesforce software is that it is also accessible for SPARK staff. The business coach said that in addition to the previous aspects she also somewhat increased her knowledge of monitoring processes in the last years since the baseline [31].

The expansion of the BSC offices, staff and programmes since the baseline was an important improvement since the baseline according to the participants of the workshop [3]. The BSC was able to open three new offices in Gbarnga in Bong, Buchanan in Grand Bassa and Harper, Maryland [33]. The office in Buchanan was opened in 2013, and the other offices opened in April 2014. This was made possible due to funding from Chevron through SPARK and IYF [34]. The SME Entrepreneurship Centres were able to be brought to these areas through a bid by SPARK and IYF in which the BSC was a sub-contractor [35]. Additional motivation to enter in this project was that it was possible to upscale activities and diversify funding [36].

The BSC worked on improving its own organisational strategy and concretising organisational procedures [4]. The BSC also amended the Policy Procedures manual: operational guidance, human resources, and finance protocols [38]. In the manual, chapters such as the role of the Board of Directors, organisational structure, asset management, financial management and human resources have been taken up. One of the key reasons they mentioned why this was important was that if the BSC is going to be fully independent in the future, key policy and strategy documents are needed [37].

Communication has improved within the BSC as well [5]. The staff members felt that this was important for the development of the organisation. The team collaboration and synergy has improved a lot, especially in 2014 with improved coordination, a more relaxed work atmosphere, and staff members being more open towards each other [40]. A lot of effort was put into building the relationships within the team, growing their confidence as an organization and with different types of stakeholders, in negotiating proposals and improving internal systems.

4.3 Attributing changes in organisational capacity development - evaluation question 2 and 4

Note: for each country about 50% of the SPOs have been chosen to be involved in process tracing, which is the main approach chosen to address evaluation question 2. For more information please also see chapter 3 on methodological approach. For each of these SPOs the focus has been on the capability to act and commit and the capability to adapt and self-renew, since these were the most commonly addressed capabilities when planning MFS II supported capacity development interventions for the SPO.

For each of the MFS II supported capacity development interventions -under these two capabilities- an outcome area has been identified, describing a particular change in terms of organisational capacity of the SPO. Process tracing has been carried out for each outcome area. The following outcome areas have been identified under the capability to act and commit and the capability to adapt and self-renew. Also the MFS II capacity development interventions that could possibly be linked to these outcome areas are described in the table below.

Table 2

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

Capability	Outcome area	MFS II supported capacity development interventions (2)
Capability to act and commit	Enhanced training and facilitation competencies	<ul style="list-style-type: none"> - Training in facilitation skills by Triodos Facet - in 2012 and in 2013 - Training in Business Development Services by Triodos Facet in November 2012 - Training in facilitation skills by MDF in Accra Ghana - September 2012 - BiD-Network advisory support trainings: Business pitching and match-making in 2014, Ready to Finance (ToT); 2012, 2013, 2014 - International Entrepreneurship training in the Netherlands (Tilburg) for the programme coordinator - June/July 2013 - Expert panel forum conference on entrepreneurship in post-conflict settings, attended by programme coordinator, September 2013 - InfoDev training on Business Incubation - August 2013 - Visit of assistant project coordinator/office manager to Dakar (Senegal) with ILAB conference on business incubation 2014
Capability to adapt and self-renew	Slightly improved capacity for programme management	<ul style="list-style-type: none"> - Monitoring & Evaluation course by Liberia Institute of Public Administration (LIPA) - August 2012 - Development Management course with LIPA - September 2012 until March 2013 - Teambuilding and stress management by Hanson-Alp - January 2014 - Quickbooks training by LIPA - January 2014 - Informal advice and support visits from SPARK and BiD-Network members - throughout 2012, 2013, 2014

The next sections will describe the results of process tracing for each of the outcome areas, and will describe to what extent these outcome areas have taken place as a result of MFS II supported capacity development interventions and/or other related factors and actors. For the process tracing related causal maps details are provided in terms of references which are described in appendix 5. 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 numbers in the narrative correspond to the numbers in the visual.

4.3.1 Enhanced training and facilitation competencies

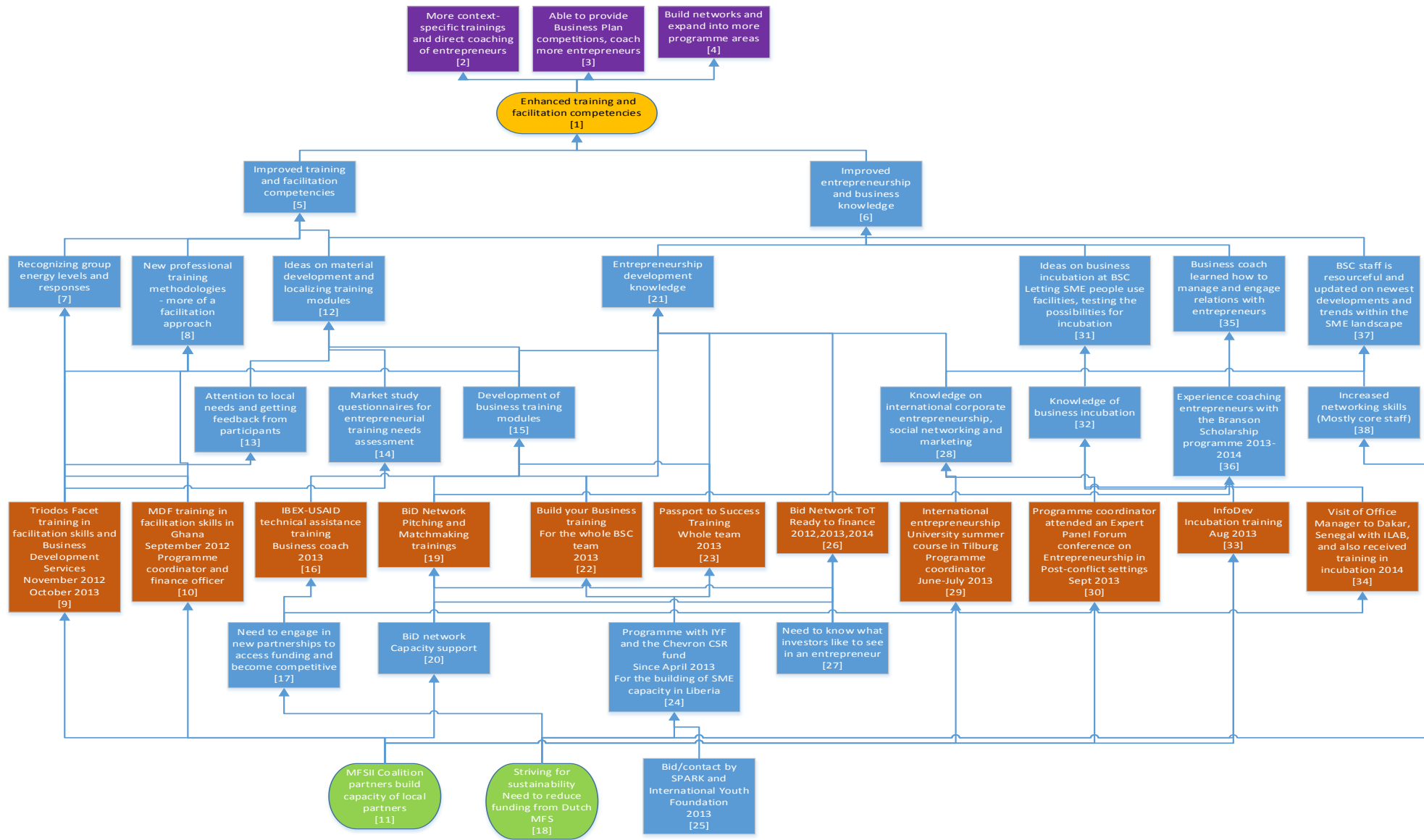
The desire to be sustainable was one of the main underlying reasons for many of the trainings that were given to the BSC, both from the perspective of BSC and SPARK. The project coordinator explained that funding currently comes from the Dutch government, but it is important for the BSC to ask itself: "how can we also bring something to the table"? He explained that one of the skills needed to get income is to become great trainers and facilitators. As such the overall training and facilitation skills were enhanced in the past two years [1], through a wide range of capacity interventions and trainings in this field (see table above and visual map below). "If we become good in that, we become able to offer our services to earn income". Examples of this are the contracts with the National Tailor Union of Liberia (currently ongoing since 2013 with support of Chevron), and Literacy and Training for Employment (LTEP) programme (negotiated just before the endline) to provide services to entrepreneurs and work on development of SME. With that in mind the Dutch CFA SPARK has set its objective to build the capacity of the local partners. It was also mentioned earlier that the BSC needs to contribute independent funding as the MFS II period ends. Due to the role which BSC seeks to play as a training and supporting centre for entrepreneurship development in Liberia the improved competencies for business skills training and coaching has led to more context-specific and direct coaching, with more entrepreneurs reached [2]. This was noted as a consequence of better training and facilitation skills in order to give high level business skills training, but also by the CFA who mentioned that the BSC are providing more services to the entrepreneurs they support. On investment, the BiD-network advisor wrote that the trainings related to investment enabled BSC to be prepared to work together with entrepreneurs and SMEs with more growth potential. The CFA felt that the active participation and cooperation of SPARK and BSC have made the services that the BSC offers more context-specific and therefore more effective. The main underlying reasons for these changes

include the fact that MFS II coalition partners done a lot of capacity development of BSC [11] in terms of trainings for all staff, whilst at the same time, there was a need to strive for sustainability, since MFS funding will reduce [18].

According to BSC staff, results of the improved training and facilitation competencies were that during the past years more programmes had been organised. As an example Business Plan competitions have been organised frequently since 2011, and now also in the three other counties BSC is also active. In addition different theme BPCs are planned - general, but also agricultural and IT-themed BPCs together with partners [3]. More coaching and training has been done: for example, SPARK wrote in its Annual Report of 2013 that through the YES programme with the World Bank, together with the BSC 250 SMEs in Liberia were shortly trained in Business Development Services. Furthermore, the experience and the fact that the team has expanded had given the BSC the opportunity to search for more programmes and funding within their field. They can now refer to their credentials to gain new opportunities. The CFA noted that BSC is now a more active and knowledgeable partner in the SME landscape in Liberia [4]. He stated that that BSC has been invited to be a member of the MSME working group with the Ministry of Commerce. The increased competence to deliver training and coaching to entrepreneurs has significantly improved their position amongst stakeholders.

The issue of leadership in the workshop was not mentioned very much, even though the evaluation team did notice that the core staff (programme coordinator; finance administrative officer; business coach) was those that had grown most. Noticeably, the programme coordinator was the most present during the workshop and the most knowledgeable in the discussion. The more senior staff, including the office manager (who joined in 2013), attended almost all of the trainings as well. At the end it was noted that the amount of trainings was very high, which sometimes distracted staff from their work, and the topics could be a bit repetitive. In the future, as BSC tries to find its own way, it might be more important to base the training programme on the articulated BSC staff needs. This will hopefully increase effectiveness of trainings and sharpen the skills of BSC staff more.

The training and facilitation skills are separated into two main categories: process (improved training and facilitation competencies [5]) and content (improved entrepreneurship and business knowledge [6]). How each of these changes came about is further explained below.



A key component of this outcome area was the **improved training and facilitation competencies**. The BiD-Network advisor said that she observed that during trainings delivered by the BSC staff they not only applied some of the methodologies and examples practiced during training sessions, but also made them their own and complementary to other trainings. SPARK noted that the programme coordinator of the BSC had become a better trainer as well. In relation to training and facilitation competencies, all the members of the BSC, including the three county project coordinators, are able to give trainings and facilitate sessions to the same standards. Some of the skills and practices they picked up as part of facilitation competencies included being able to recognize and read their participants, able to see their energy levels [7]; being able to apply facilitation techniques rather than maintaining too much of a lecturing style [8]; being able to adapt to participant levels and needs and yet remain in control of the session. The BSC staff has worked more with different methods and modules to address the needs of almost every sort of participant [12]. The BSC staff mentioned that they also try to customize material and locally adapt their trainings [9]. This is aided by the use of a combination of knowledge from international trainings and getting feedback from their participants to learn about their weaknesses and strengths [13]. The BSC staff members gained insight in the need to make training material demand driven through the necessity of feedback sessions, careful development of training techniques (audio, visual, activity), and the SMART formulation of training objectives. BSC staff now understood that it is also important to do research before the trainings are given, to explore the backgrounds and beginning situations of the participants. Two examples were shared with the evaluation team: an interview form to receive feedback on trainings and a market survey questionnaire that tries to find out from businesses what kind of recruitment needs they have. The participants of the endline evaluation workshop said that regarding the understanding of local training needs they also had some practice in the development of business training modules [15].

The BSC staff members said that they had broadened their **entrepreneurship and business knowledge** [6]. This category is built up of issues related to entrepreneurship development knowledge [21]; ideas on business incubation [31]; learning to manage relations with entrepreneurs [35]; and being resourceful and up to date on relevant trends and developments [37]. This is clearly linked to the development of business training modules [15]. On entrepreneurship development the programme coordinator found it especially valuable to be able to tell Liberian entrepreneurs what they need to know on international corporate entrepreneurship [28]: how Liberian businesses can use technology, social media, but also talk the language of international business. A specific component of business knowledge has been the focus on business incubation. This served to give the BSC staff ideas on how to provide these services [31]. Business incubator services are seen as a strategically valuable service for young and beginning entrepreneurs, and a financially interesting direction for the BSC. Due to the challenging context of Liberia it is currently not possible to offer full incubation services yet. In the past two years the BSC staff has gained knowledge and ideas on this topic however [32]. Currently experiments with these ideas are ongoing with potential entrepreneurs and BSC is learning from them. Two final personal topics were addressed within the subject of improved entrepreneurship and business knowledge. The first was that the business coach said she had become much better in managing, and engaging in, relations with high level entrepreneurs [35]. The second point was grasped as resourcefulness and being updated on the relevant trends and developments related to SME in the country [37]. The programme coordinator said that as the combination of the trainings, with experience and the multiple projects ongoing the staff members were learning more and more every day. This was supplemented with almost every staff member often having a networking role in their daily work [38]. SPARK wrote that the ongoing trainings and coaching have increased the ability of the BSC to network and gain a substantial position amongst their peers and stakeholders.

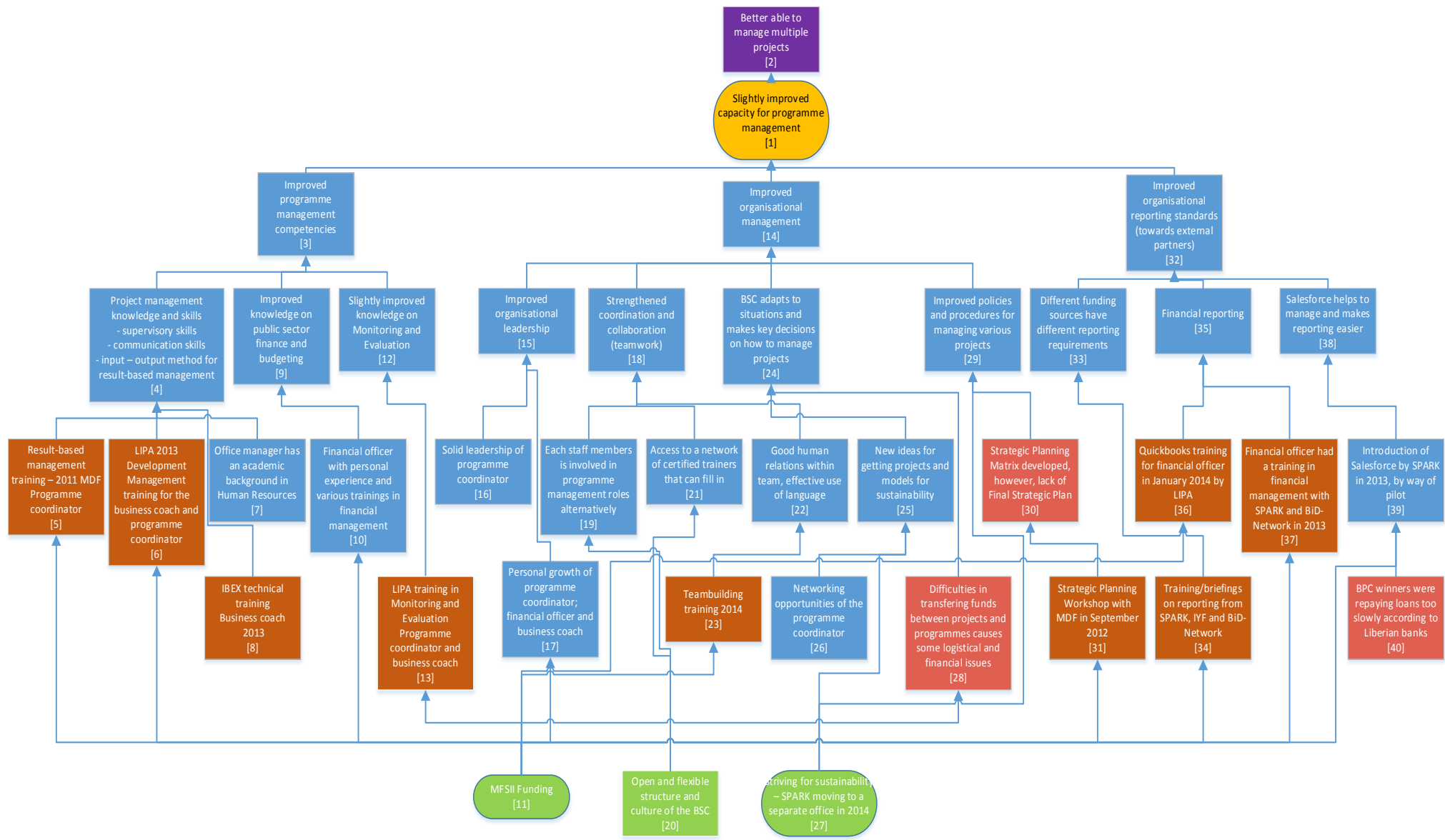
4.3.2 Slightly improved capacity for programme management

The organisational change focused on with process tracing circled around exploring the improved capacity for programme management within the 'capability to adapt and self-renew'. This outcome area was explored due to the interest of the evaluation team in a number of MFS II funded trainings, such as monitoring and evaluation trainings or programme and results-based management courses. Most of the discussions that took place during this session were with the core staff of the BSC Monrovia rather than field staff.

Some of the main issues that underlie the attention that has been paid to programme management in the past years relate to the goal the BSC has to become a sustainable SME development organisation [27]. This has also been stimulated by SPARK, through yearly contracts and co-financing goals. The BSC wants to become independent as an individual organisation. In relation to this SPARK reflected that the deviation between donor contracts and the strategic plan seems to impact the strategic direction of the BSC. The way in which contract between SPARK, BiD-Network and BSC is organised hampers the full development of an independent strategy. Furthermore, SPARK explained that: "the role of SPARK is in this sense - [to] help with the set-up of personnel roles, and organisational policies, but also say that sometimes these can change, showing BSC that flexibility is possible sometimes". The programme coordinator said that in the past years the BSC has become much stronger in programme management [1]. He mentioned that this was demonstrated by the fact that the BSC has so many projects and programmes that need to be managed [2]. He said that the BSC "managed the Yes programme (with SPARK). [...] Part of the goal was to identify the existing companies to work with and train them. For the Chevron programme (since April 2013-2014), the Corporate Lead project, the BSC was the sub-contractor for SPARK for 1 year. For this project the BSC set up entrepreneurship centres and trained 150 people in different business models such as the Passport to Success". The underlying expectation is that the positive and successful management of various projects will lead to new projects in the future.

The efforts to improve on programme management stem from the opportunities offered by SPARK and BiD-Network [11], and that the BSC has been set up to have a flexible organisational structure [20]. As part of this focus on becoming independent and sustainable after 2015 the programme coordinator really wanted to get across that the BSC operates separately from SPARK, even though SPARK is still located in the same office for the time being. SPARK tried to tell the evaluation team the same: in the future this might be more emphasized due to the fact that SPARK wanted to move to a different office in July 2014. In addition to that, another aspect that helps with an increased ability to function autonomously is that the SPARK Country Manager currently resides in Ivory Coast and visits the operations in Liberia every 1-2 months. The CFA said: "SPARK no longer provides operational procedures. Activities are reviewed on their procedures but the BSC itself guards them in the first place. Only with newly developed interventions and activities SPARK offers support in developing the procedures". Many of the MFS II supported activities for improved included trainings for BSC staff, especially the programme coordinator, the finance and administrative staff member and the business coach.

The discussion on improved programme management capacity was guided by three main components: improved project management competencies [3]; improved organisational management [14]; and improved organisational reporting standards [32].



Programme management competencies were said to have improved in the past years since 2012 [3]. The aspects mentioned under programme management skills were related to supervisory skills, communication skills, and knowledge on input and output methods [4]. The programme coordinator said that he had gained skills in project cycle management, proposal writing and communication skills. The most valuable knowledge he still uses was the input-output method for results based management. Project management competencies also included the financial officers' knowledge on public sector finance and budgeting [9]. The financial and administrative officer said she had various trainings in financial management in the past years before and after the baseline. Knowledge on monitoring and evaluation was slightly improved. The business coach said that she somewhat increased her knowledge of monitoring processes [12].

Organisational management was said to have been improved [14]. An important component that has been mentioned mostly by SPARK and BiD-Network relates to organisational leadership [15]. Some issues that may have contributed to the leadership of the BSC are the positive developments related to the programme coordinator [16]. After the previous programme coordinator left, he has been able to fill in and both SPARK and BiD-Network have been very positive about him. SPARK said: "the programme coordinator has shown potential and more capacity in being inspiring, responsive and smart leadership". SPARK CFA mentioned another component that might have improved leadership was the personal growth of the business coach and finance officer [17]. Coordination and collaboration has been strengthened in the past two years [18]. This is partly due to having different projects being managed by different officers [19]. The office manager mentioned that an aspect which makes the BSC better at programme management is that there is a flexible structure, which allows staff to contribute ideas freely and the management is mostly busy with steering. However, as such there are no dedicated staff roles for M&E for instance. Collaboration and coordination also involves other contacts that can help out with projects. Another aspect that helps the BSC with regard to its internal management is that the BSC staff has become better at making decisions and adapting to situations that arise in order to manage projects [24]. The programme coordinator described that troubles and differences between SPARK and BiD-Network financing sometimes also led to challenges. He said that, in 2014, due to delays in reports, proposal and contracts the BSC did not receive funds from SPARK yet. This has been a major issue with SPARK for the past months as operational activities are jeopardized and staff members are paid less for the time being. The programme coordinator noted that with regard to organisational policies there have been some improvements [29]. There has been a greater need to have the procedures and know-how to manage the different projects and follow the needed steps. As a result of that, the operational procedures manual has been updated. In the past years also attention was given to improving and working on the BSC strategic plans. Though BSC has been operating with a clear idea of the focus they have and how they want to achieve it, a concrete, final strategy plan was lacking. A strategic planning matrix was developed in 2012 to guide the objectives of the BSC [30].

The final key component of programme management that the BSC staff uncovered is that **organisational reporting is improved** in the last years. Both narrative and financial reporting standards are better [32]. There are still some challenges in these areas however: an example is when the BSC is working with informal companies in various towns in Liberia. In these cases many entrepreneurs are working in the informal sector and do not work actively with receipts, even though these entrepreneurs might have a venue or a thriving business, and the knowledge to match it. But when you also have to report to donors and funders these financial reports are quite important [33]. Fortunately the BSC seems to have good arrangements and mechanisms with SPARK and other organisations on how to report financial support and transfers. Financial reporting competencies had improved according to staff members [35], and the financial administrative officer seemed to be the main financial person at the BSC. The BSC staff felt that the use of Salesforce increased the standards of reporting: it helped to manage information better and the information is much more up to date and organised [38]. This made it easier for the staff working with Salesforce, such as the business coach, to write reports. The evaluation team asked about monitoring and evaluation systems at BSC. The staff explained that there is accurate monitoring taking place, mostly through the Salesforce software with regard to the Business Plan Competitions.

5 Discussion and conclusion

5.1 Methodological issues

Prior to conducting the fieldwork of the endline process, the Liberia 5C evaluation team requested and received some documents from BSC Monrovia, including the Support to capacity sheet, training and capacity building reports, project proposal and budgets, audited financial reports, strategic plan, etc. These documents were uploaded to NVivo 10 software, coded and analyzed, and the initial 'causal map' and narrative description of capacity changes and 'outcome areas' were identified.

The Liberia 5C evaluation team conducted three one-day workshops with three subgroups of the staffs of BSC Monrovia including management, finance, and business incubation. The staffs of BSC Monrovia were prepared and ready for the MFS II endline process.

The four subgroups of staffs of BSC Monrovia – management, finance, programme officers, and field officers (from other counties) – actively participated in the activities of the workshops, which included individually reflecting on the key changes in the capacities of BSC Monrovia since the baseline and writing the changes down on sticky notes for posting on the wall; reviewing and discussing the stick-on notes and agreeing on the 'outcome areas' under the sticky notes were to be listed, identifying the 'causes and effects' of the changes identified, attributing the changes to specific interventions and other factors, and linking these to specific funding support. This process provided the material for description of changes in organisational capacity, and the attribution of changes in capacity of BSC Monrovia to specific factors and (MFS II and non-MFS II funded) interventions.

The evaluation team did document review and interviewed individual staff members of BSC Monrovia to gather more detailed data on the capacity indicators, to complement and/or triangulate the data gathered from the workshops.

The Liberia 5C evaluation further interviewed the focal person of SPARK, the CFA, and the NL-based organization development consultants using questionnaires based on the capacity indicators, and gathered data that complemented the data provided by the various subgroups of the staffs of BSC Monrovia.

The plan of the evaluation team to also conduct interviews with three of BSC Monrovia's partners – Association of Liberian Universities (ALU), Chevron, and International Finance Corporation (IFC) unfortunately did not materialize due to the outbreak of Ebola Virus Disease (EVD) in Liberia, Sierra Leone and Guinea.

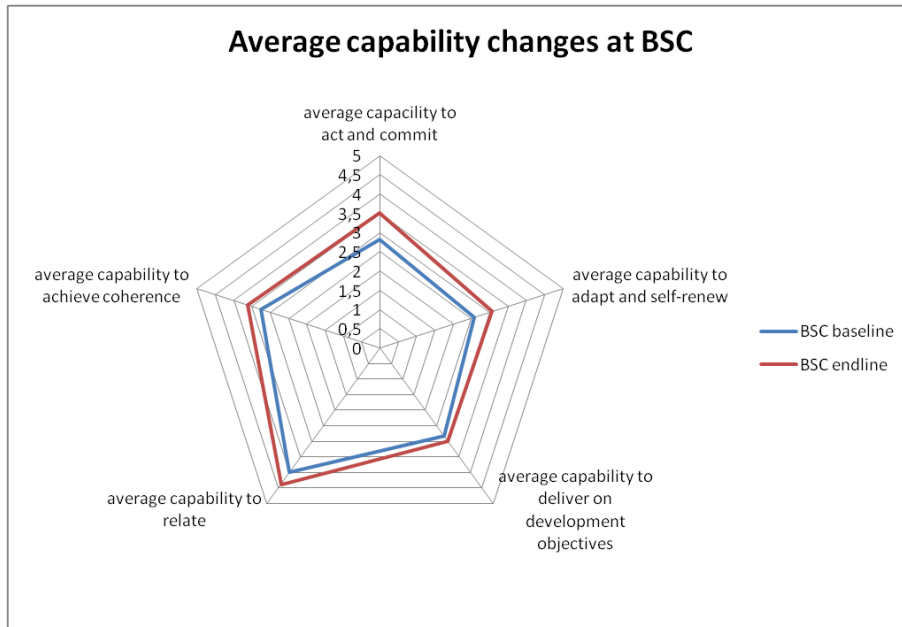
On the whole, there has been a lot of information available to be able to do adequate data analysis. This sometimes made it difficult trying to dive into specific details - especially concerning the large amount of trainings and events at the BSC.

5.2 Changes in organisational capacity

This section attempts to answer the following evaluation questions (1 & 4):

- *What are the changes in partner organisations' capacity during the 2012-2014 period?*
- *What factors explain the findings drawn from the question above?*

In the baseline in 2012 it became clear that the BSC wanted to become the number 1 centre for Business Development Services with trained, experienced and capacitated staff able to meet the demands and needs of clients and businesses. The BSC has been supported by SPARK since 2009 and since then the goal has always been to provide more and better services to stimulate business development, capacity-building and entrepreneurship in Liberia.



In terms of the organisational capacity that was assessed along the five core capabilities (with indicators for each of these five capabilities) during the endline it can be seen that the BSC made progress along most of the capabilities. The capabilities to act and commit and the capability to adapt and self-renew showed the greatest difference. The main indicators that led to an increase within the capability to act and commit were positive developments in organisational leadership, maintaining staff, building staff skills and the attempts at diversifying funding sources. On leadership for instance, it was said that an important aspect of the growth at the organisation involved the personal and professional development of the director. In tandem with the fact that SPARK has been withdrawing from operational management this is a positive development. A clear example of new funding sources is that the BSC have managed to attract a second major funder in the form of Chevron since 2015. Improvements in the areas of staff competencies to train and facilitate were seen through the development of training and facilitation skills and improved entrepreneurship and business knowledge. For more detail in relation to the enhancement of training and facilitation competencies, please see section 5.3.

Regarding the capability to adapt and self-renew the main developments were within the indicators on M&E application and the system for tracking the environment. A slightly different monitoring system was set up due to the introduction of the Salesforce software programme. Secondly, the designated role of the business coach in using this software and actively monitoring entrepreneur progress was put in place. However, more can be done to further build M&E competencies and integrate all components of an independent M&E system.

The capability to deliver on development objectives received the least score increase. The number of projects and locations has increased while planned outputs have occasionally not been reached, and there has been some trouble in implementation due to a busy schedule and delayed funding transfers.

The capability to relate was already rated highly during the baseline, and some further positive developments were made in the interactions with networks, partners and target groups. For example, networking skills and practices were built on through increased engagement with the networks surrounding SME development, but also knowledge on how to network and negotiate. It should be mentioned though that the reliance on SPARK and the BiD-Network should not be understated - many opportunities arose through those contacts, and new programmes that are being set up often need guidance. The capability to achieve coherence was slightly improved due to the fact that strategy and operational documents are being developed.

In the baseline the BSC and SPARK both expressed that operations needed to be expanded through the hiring of new staff and starting up centres in other counties in Liberia. It was explored that the BSC needs to look beyond 2015, through searching for new funding, developing alternative activities and increasing physical space. A key focus was to be on developing the human resources capacity of

the BSC staff, to be able to work more efficiently, to become experienced in what they are doing. Cooperation and partnership with other organisations such as the Association of Liberian Universities and the University of Liberia was being explored during the baseline. In addition the BSC needed to find other big organisations and donors for future funding. In 2012 the BSC only received support from MFS II funds, while an agreement between the BSC and SPARK stipulated the expectation that the BSC would increasingly fund percentages of the budgets leading up to 2015 - the BSC would increase contributions to the budget between 10-20%, up to 50% by the end of 2015.

According to BSC staff the main changes that took place in the organisation since the baseline included the growth in the organisation: more staff members, more offices in various counties, more partners and clients were now active. The staff members strongly pointed to the improvement in staff skills; the improvement in team coordination and relations; the improvement of strategy and operational procedures; improved networking in Liberian society; and a slightly more effective monitoring system. In the general discussion on networking it came forward that the staff members of BSC had become more active in networking, due to improved skills on how to network but also practice in social networking and marketing. Support and training by BiD-Network, and MFSII supported international trips of the director helped in this regard. Regarding the slightly improved monitoring system it was noted above that Salesforce software and the training of the BSC business coach helped with this - these actions were taken to monitor the entrepreneur progress better and to offer an alternative to the Balance Scorecard, which did not seem to be working well. Two LIPA trainings were offered to the director and the business coach by SPARK, and the Salesforce software was piloted by SPARK at the BSC. Regarding the improvement in team relations and coordination the CFA funded a short teambuilding training for the BSC staff. In many aspects regarding the BSC team coordination, the management of the BSC offices and the improvement in strategy and operational documents hinted at an improvement in programme management - this was explored further in the process tracing section.

5.3 Attributing changes in organisational capacity development to MFS II

The following section tries to answer the following evaluation questions (2 & 4):

- *To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?*
- *What factors explain the findings drawn from the question above?*

To address the question of attribution it was agreed that for all the countries in the 5C study, the focus would be on the capability to act and commit and the capability to adapt and self-renew, with a focus on MFS II supported organisational capacity development interventions that were related to these capabilities. 'Process tracing' was used to get more detailed information about the changes in these capabilities that were possibly related to the specific MFS II capacity development interventions. Whilst the 5C endline process with BSC focused on the capability to act and commit ('improvement in training and facilitation competencies'), the focus on the capability to adapt and self-renew was expanded to address the issue of '(slightly) improved capacity for programme management', which covers a variety of different capabilities. This once more shows the importance of an integrated framework for organisational capacity rather than having separate capabilities or indicators. During the initial discussions and document review with the CFA and the SPO these two organisational capacity changes or outcomes were identified that merited further research. These organisational capacity changes are further discussed below.

Comments on intervention designs and SMART formulations

In the baseline report it was stated that the immediate objective of each training offered to the BSC was that staff is able to execute their routine job responsibilities. It was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". The expected objectives were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). However,

during the baseline the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

So whilst the MFS II supported capacity development interventions have taken place, no decisive judgement can be made on whether these interventions were implemented as designed, since the design was not known during baseline, and has not been described as SMART objectives. Per intervention more specific objectives will be noted if they became clear from training reports.

'Improvement in training and facilitation competencies'

The following MFS II capacity development interventions were supported and funded by SPARK and were linked to this key organisational capacity change:

- Training in Business Development Services and facilitation skills by Triodos Facet - in 2012 and in 2013
- Training in facilitation skills by MDF in Accra Ghana - September 2012
- BiD-Network advisory support trainings: Business pitching and match-making in 2014, Ready to Finance (ToT); 2012, 2013, 2014 (this was funded by BiD-Network)
- International Entrepreneurship training in the Netherlands (Tilburg) for the programme coordinator - June/July 2013
- Expert panel forum conference on entrepreneurship in post-conflict settings, attended by programme coordinator, September 2013
- InfoDev training on Business Incubation - August 2013
- Visit of assistant project coordinator/office manager to Dakar (Senegal) with ILAB conference on business incubation 201

The following issues are discussed for the MFS II funded activities:

- a. **Design:** the extent to which the MFS II supported capacity development intervention was well-designed. (Key criteria: relevance to the SPO; SMART objectives)
- b. **Implementation:** the extent to which the MFS II supported capacity development was implemented as designed (key criteria: design, according to plans during the baseline);
- c. **Reaching objectives:** the extent to which the MFS II capacity development intervention reached all its objectives (key criteria: immediate and long-term objectives, as formulated during the baseline);
- d. **Attribution:** the extent to which the observed results are attributable to the identified MFS II supported capacity development intervention (reference made to detailed causal map, based on 'process tracing'). *The attribution question is addressed together for all the above-mentioned MFS II funded organisational capacity development interventions by the CFA.*

Training in facilitation skills and Business Development Services by Triodos Facet - in 2012 and in 2013

Design

The design of these Triodos Facet missions was prepared in collaboration with the CFA country manager. According to the training report from May 2012 a workshop programme was submitted to the partners and a schedule was agreed with them for the entire week of the mission.

Implementation

The Triodos Facet training package consisted of multiple trainings on Business Development Services and facilitation. A first mission in November 2011 aimed at assessing the training needs of the local partner organisations. The "Market Strategy Workshop" mission was the second mission in the process of supporting local BDS providers and was done in May 2012. The aims of the missions in November 2012 and in October 2013 were: BDS market strategy training (institutional capacity building - how to offer BDS) and an intensive BDS-skills training for trainers and counsellors.

Reaching objectives

Whilst not having SMART objectives a few things can be said about the more concrete results of these trainings by Triodos Facet in facilitation skills and business development services. The CFA reported that new skills were developed by BSC staff on delivering business skills training to entrepreneurs. The SPO noted that the BSC staff members had better knowledge and skills about general training and facilitation, and knew more about better BDS positioning. The long-term expectations are that BSC

members have more generic training and coaching skills, and a broader array of BDS services for the entrepreneurs and a better understanding of business development. The SPO wrote that due to these trainings a change of method on delivering trainings took place and new Business Development Services packages were developed. As such this training has indeed contributed to the overall immediate and long-term objectives mentioned in the baseline.

Respondents stated that the BSC staff have become increasingly able to provide better quality trainings and that they have developed their competencies in training and managing entrepreneurs, offering a tailor-made business development services, and guiding numerous business plan competitions. The trainings offered have also been seen as an incentive in order to motivate staff members.

Training in facilitation skills by MDF in Accra Ghana - September 2012

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline report it was noted that the long-term objective was that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent".

Implementation

This training was done in Ghana by MDF West Africa and two members of BSC attended this training. The focus was on how to act as a trainer and/or facilitator, draw out and process audience input for the purpose of moving discussions forward. Participants learned how to prepare and deliver training/workshop sessions, to recognize group dynamics and reflect on own performance.

Reaching objectives

Whilst not having SMART objectives, a few things can be said about the more concrete results of this training in facilitation skills by MDF. The SPO wrote that the BSC staff experienced basic facilitation techniques for providing training. The CFA acknowledged that the immediate goals were that BSC members gained better coaching and facilitation skills. The long-term goal is that all team members of the BSC need to be strong facilitators, trainers and coaches, and that these skills need to be refined and developed on a continuous basis. The CFA wrote that a good example of skill demonstration is how new materials from for instance IFC Business Edge, Microsoft BYB, and IYF's passport (training modules) to success have all been used and implemented smoothly by the BSC staff members.

BiD-Network advisory support trainings: Business pitching and match-making in 2014, Ready to Finance (ToT); 2012, 2013, 2014

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent".

This training and support from BiD-Network was spread out over 2012, 2013 and 2014 and was largely based on perceived needs of the SPO and SPARK and BiD-Network which made it relevant.

The expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Implementation

The BiD-Network supported (MFS II funded) training addressed a number of topics in:

- Ready4Finance: Business & Financial Planning
- Pitching
- Investment Process
- Establishing a Business Angel Network
- Build Your Team
- Advisory Services:

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- BiD Platform
 - Business Plan Manager on BiD Website

Reaching objectives

The former BiD-Network advisor wrote that "the trainings were ambitious both in terms of content and skills/behaviour development and therefore improvements were seen gradually". It was stated that especially the director became proficient on both participatory and interactive training methodologies and content. By 2014, other staff members were on the right track. The CFA stated that "BiD Network's regular trainings have a tremendous impact on the overall knowledge and skill set of the BSC Monrovia. Their understanding of finance, business support, access to finance, training, coaching, investment and providing services to the entrepreneurs is mainly achieved thanks to these trainings". The long-term expectation expressed by the CFA is a broad sustainable understanding of finance, business support, access to finance, training, coaching, investment and providing services to the entrepreneurs. This is in order to make the BSC a large player in the SME development sphere in Liberia.

International Entrepreneurship training in the Netherlands (Tilburg) for the programme coordinator - June/July 2013

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent".

Implementation

The director of the BSC went to the summer school at the University of Tilburg in the Netherlands for one month.

Reaching objectives

The immediate changes observed were that the director had a better understanding of international entrepreneurship. The long term expectation is that this training has contributed to getting a broader view on international entrepreneurship and the ability to innovate, and that the BSC will become a stronger more knowledgeable and respected partner to stakeholders in Liberia. The CFA said that it was good for networking. The participants made international contacts and attended interesting presentations.

The CFA stated that the international visits are good examples of very useful trainings: academic knowledge and expertise, broadening of perspectives, international networks and relations, but also trust and enthusiasm are stimulated with the participants.

Expert panel forum conference on entrepreneurship in post-conflict settings, attended by programme coordinator, September 2013

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". The CFA stated that the international visits are good examples of very useful trainings: academic knowledge and expertise, broadening of perspectives, international networks and relations, but also trust and enthusiasm are stimulated with the participants.

Implementation

This event took place as was written in the invitation of SPARK, and was from 16 to 20 September 2013.

Reaching objectives

This expert panel was in the Netherlands, and was deemed (by SPARK) to be highly valuable to the activities regarding the support of entrepreneurs in Liberia and the sustainability of the BSC Monrovia.

The event enabled the director to engage with various international organisations in the SME development field and was for example able to engage in discussions on business incubation.

InfoDev training on Business Incubation - August 2013

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent".

According to the training report this training was about Business Incubation. The modules selected by the local SPARK office for the 3 days training were Module 1 – Business Incubation Definitions and Principles; Module 2 – Business Incubator Models, Including Success Factors; Module 3 – Business Incubator Marketing; and Module 5 – Financing a Business Incubator.

An online needs assessment was completed before the training. The information gained from this questionnaire provided a basis for the InfoDev trainers for designing the training, and therefore made it relevant to BSC.

Implementation

Eleven participants attended and fourteen people provided complete needs assessments before the training. According to the InfoDev report "preparation and organization of the training was intensively and effectively supported by the local SPARK office. Thanks to the presence of BSC/SPARK staff during all the training organizational matters could be sorted out without difficulties and contributed much to the positive climate of the training. However, the downside of training in the host institution, with most of its staff attending the training, resulted in disturbances affecting the training".

Reaching objectives

Whilst not having SMART objectives in the baseline, a few things can be said about the InfoDev training on business incubation.

The business incubator training was expected to help with sustainability. The immediate objective was to learn about managing an Incubator and exploring financing options for an Incubator. The long term expectation is that the BSC develops other models for sustainability, better understands the challenges of spin-offs, provides hands-on technical assistance (right away), new services developed, more oversight to SMEs, and internal management strengthened.

The InfoDev report concluded that a business incubation programme supporting potential entrepreneurs beyond the initial phase (right after a business plan competition) needs to be intensified. The experience BSC has developed is a very valuable starting point, but without systematic further training and coaching it will be difficult to develop these activities towards a business incubation programme.

Visit of assistant project coordinator/office manager to Dakar (Senegal) with ILAB conference on business incubation 2014

Design

The immediate objectives this training was the same as above: the immediate goal is that staff are able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". The CFA stated that the international visits are good examples of very useful trainings: academic knowledge and expertise, broadening of perspectives, international networks and relations, but also trust and enthusiasm are stimulated with the participants.

Implementation

The business incubator is expected to help with sustainability. The office manager of the BSC went to this conference in Senegal in 2014.

Reaching objectives

Whilst not having SMART objectives in the baseline, a few things can be said about the visit of the project coordinator/office manager to Dakar with ILAB conference on business incubation.

Not much is known about the specific objectives of this visit unfortunately, other than that it was stated to be a valuable experience in terms of knowledge on business incubation and networking.

Conclusions on design, implementation and reaching objectives

In the baseline the immediate and long-term objectives were formulated in a broad way. This might have been due to the great deal of trainings that were planned but not yet concretised. As such the baseline report only names a number of topics. It can be seen that the trainings have been relevant for the SPO, trainings that were planned have been executed, and more interventions were offered than expected. The general goal to build capacity of staff in order to carry out their routine activities can therefore be considered achieved, but the long term goal is still something that needs to be worked on.

Attribution

During the past years since the baseline in 2012, a great deal of capacity development interventions served to build the staff competencies, especially in the area of facilitation, coaching and mentoring. Trainings have been given by MDF, Triodos Facet (now called Enclude) and InfoDev. On the whole these trainings were requested by SPARK and MFS II funded and were evidently fitting the needs of the BSC staff in terms of project-related skills and implementation needs. In the detailed causal map for this organisational capacity change (see the visual in section 4.3.1) it is quite clear that both training and facilitation competencies as well as content-related entrepreneurship development knowledge can be greatly attributed to MFS II supported capacity development in this. This is especially related to particular trainings on facilitation skills and business development services, business incubation supported by SPARK and the various business and skills modules performed by the BiD-Network. Facilitation skills improvement included such topics as having ideas on material development and localizing training modules, learning new professional training methodologies, and recognizing energy levels. These issues can be traced back to the Triodos Facet and MDF trainings. Entrepreneurship development knowledge included topics such as market studies, business development modules, international corporate entrepreneurship, and knowledge on business incubation. These topics can be attributed to the Triodos Facet (supported by SPARK), InfoDev (supported by SPARK) and BiD-Network trainings. Furthermore, entrepreneurship and business knowledge can be greatly attributed to MFS II funded international courses and visits (supported by SPARK).

Throughout the period, the BSC staff were assisted and advised by SPARK and BiD-Network officers through regular informal visits, ongoing support and briefings. The improved knowledge and skills in training and facilitation can also be partly, but to a much lesser extent, attributed to non-MFS II supported trainings, which have been offered through IYF in the form of Build your Business and Passport to Success modules as part of the Chevron-funded programme, and a small training with IBEX.

All in all, the improvement in BSC staff competencies in training and facilitation since the baseline in 2012, can be strongly attributed to the capacity development interventions funded by MFS II (SPARK and to a slightly lesser extent BiD-network) through the provision of many trainings on these issues. It was noted however that BSC staff members were sometimes overwhelmed by the training events and partner visits and that this sometimes distracted them from their work. Furthermore, it was mentioned that increasingly staff training opportunities needed to be based on the demand of BSC staff: they possibly might need to include more staff members and should more explicitly target new skills areas.

'Slightly improved programme management capacity'

The following MFS II capacity development interventions were financially supported by SPARK and were linked to the key organisational capacity change:

- Monitoring & Evaluation course by Liberia Institute of Public Administration (LIPA) - August 2012
- Development Management course with LIPA - September 2012 until March 2013
- Teambuilding and stress management by Hanson-Alp - January 2014
- Quickbooks training by LIPA - January 2014.

The following issues are discussed for the MFS II funded activities:

a. **Design:** the extent to which the MFS II supported capacity development intervention was well-designed. (Key criteria: relevance to the SPO; SMART objectives)

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- b. **Implementation:** the extent to which the MFS II supported capacity development was implemented as designed (key criteria: design, according to plans during the baseline);
 - c. **Reaching objectives:** the extent to which the MFS II capacity development intervention reached all its objectives (key criteria: immediate and long-term objectives, as formulated during the baseline);
 - d. **Attribution:** the extent to which the observed results are attributable to the identified MFS II supported capacity development intervention (reference made to detailed causal map, based on 'process tracing'). *The attribution question is addressed together for all the above-mentioned MFS II funded organisational capacity development interventions by the CFA.*

Comments on intervention designs

Also when it comes to this outcome are it was seen that in the baseline report it was stated that the immediate objective of each training offered to the BSC was that staff is able to execute their routine job responsibilities. It was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". The expected objectives were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

Monitoring & Evaluation course by Liberia Institute of Public Administration (LIPA) - August 2012

Design

The immediate objective of these trainings was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". The expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound). Then again, the evaluation team did not ask the CFA for SMART objectives specifically, but rather asked about the expected or observed immediate and long term effects of the interventions.

On local trainings given by the LIPA the CFA wrote that "these local trainings are good to attend and not very expensive. The Liberia Institute of Public Administration is a good initiative, with decent, if not excellent, trainings". Trainings are given on a semester basis, 1 or 2 evenings per week, and offer a more long-term discussion of topics. Regarding this specific training the immediate objective was a better understanding of Monitoring and Evaluation. The long-term goal behind this training in Liberia was to have a more sustainable understanding of monitoring and evaluation due to this longer weekly training versus a short term workshop.

Implementation

Two members of BSC were able to attend this course: the programme director and the business coach. The course started in August 2012.

Reaching objectives

The CFA said that the immediate change was better understanding of M&E, but it was not certain what the further effects of the training were. The director of BSC noted that the training was useful, but did not provide especially new information.

Development Management course with LIPA - September 2012 until March 2013

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". On local trainings such as the LIPA the CFA wrote that "these local trainings are good to attend and not very expensive. This training was engaged in for a better understanding of development management. The long term goal was to have a more sustainable understanding of development management due to this longer weekly training versus a short term workshop.

Implementation

Two members of BSC were able to attend this course: the programme director and the business coach. The course started in September 2012 and ended in March 2013.

Reaching objectives

The attending business coach/M&E officer noted that her skills in managing developmental programmes improved. The CFA noted that as with the previous training understanding of development management increased but he was not sure what the further effects were.

Teambuilding and stress management by Hanson-Alp - January 2014

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". This training was requested by BSC staff by the end of 2013 due to the busy workload then. SPARK agreed to the proposal.

The aim of this training was to strengthen team spirit and rejuvenate individual working attitudes for more efficient and effective output. From the training MoU: "BSC is interested in stress management team building exercises which should be fun, creative as well as meeting team building requirements - improving team spirit, team communication and interaction between members, working together and improving group cohesion".

Implementation

The subjects discussed during the session were:

1. Team members form a unified working group through mutual respect for each other's roles, responsibilities and contributions in order to work effectively to achieve organisational goals.
2. Team understands basic principles of stress such as causes of stress, effects and basic coping strategies.
- 3.

From the Hanson-Alp session report: "the sessions were interactive, with full participation of the staff. In all exercises and discussions, examples were taken from the experiences of the staff members present. All team members were given space and time to ask questions, voice opinions and to share personal stories and experiences. The sessions were a blend of discussions, group work and group activities".

Reaching objectives

Hanson-Alp, the consultant who did the training noted that the BSC staff "has a sincere wish to help and see the peoples conditions in Liberia improve and they are willing to dedicate their time and effort to achieve this goal. The atmosphere in the office is positive and the overall leadership is accepted and respected by the team members". This was reflected in the endline as well, where various staff members underlined that the coordination and collaboration was good.

Quickbooks training by LIPA - January 2014

Design

The immediate objective of this training was the same as above: the immediate goal is that staff is able to execute their routine job responsibilities. In the baseline reports it was noted that the long-term objectives were that "all trainings provided to the BSC staff are in anticipation of capacity development for sustainability of the organisation once it becomes independent". On local trainings such as the LIPA the CFA wrote that "these local trainings are good to attend and not very expensive. The Liberia Institute of Public Administration is a good initiative, with decent, if not excellent, trainings". Trainings are given on a semester basis, 1 or 2 evenings per week, and offer a more long-term discussion of topics.

Quickbooks is a software programme that helps with accurate financial reporting.

Implementation

The BSC administrative/finance officer said she made use of this training and found it valuable to improve her financial reporting.

Reaching objectives

The financial officer noted that the skills provided by the training helped her in her work as an administrative and financial officer. This was reflected on in the outcome tracing map, where it was noted that financial reporting had improved.

Conclusions on design, implementation and reaching objectives

In the baseline the immediate and long-term objectives were formulated in a broad way. This might have been due to the great deal of trainings that were planned but not yet concretised. As such the baseline report only names a number of topics. It can be seen that the trainings have been relevant for the SPO, trainings that were planned have been executed, and more interventions were offered than expected. The general goal to build capacity of staff in order to carry out their routine activities can therefore be considered achieved, but the long term goal is still something that needs to be worked on.

Attribution

The second change that was focused on with 'process tracing' was 'slightly improved programme management'. This can be attributed to improved programme management competencies, improved organisational management and improved organisational reporting.

Programme management competencies were improved through better project management skills such as supervisory skills, communication skills, input-output methods; improved knowledge on public sector finance, and improved knowledge on M&E. These topics can be attributed to a number of key capacity development interventions. Trainings were given on Results-based Management (a training was given to the director in 2011, and later a training was offered at the LIPA), and these are MFS II funded by SPARK. Training on M&E was given to two staff members at the LIPA. Though knowledge of monitoring and evaluation procedures is reinforced, there was no clear evidence for a changed approach or development of a full M&E system.

Improved organisational management had four key components: improved organisational leadership, strengthened coordination and collaboration, situational adaptation, and developed policies and procedures. These changes can be less clearly linked to concrete MFS II funded capacity development interventions: coordination and collaboration within the BSC team has been helped by the teambuilding session that was funded by SPARK with MFS II funding. The development of policies and procedures can be strongly linked to the support from SPARK and support missions from MDF (funded by SPARK). The MDF support mission to work towards a strategic plan has been useful, but as yet this document is not completed. Key underlying aspects of this topic have been that the BSC needs to become more independent leading up to 2015 and that the BSC has a relatively open and flexible staff structure with multiple staff roles.

Improved organisational reporting can be attributed to two main changes and support. SPARK introduced the Salesforce software to remain more up to date on entrepreneurship progress, and financial reporting knowledge and skills were improved through LIPA training in Quickbooks for the financial officer. Though this has indeed improved reporting it should be noted that this is especially aided by the fact that SPARK staff can access this information directly as well through Salesforce.

Regarding the capacity development interventions to which this improved organisational reporting can be attributed, it was noted that many of these trainings were received by core staff members only, and that the learning outcomes of these various trainings were only limitedly transferred to programme implementation. All in all, the slightly improved programme management capacity since the baseline in 2012, can to a great extent be attributed to the capacity development interventions funded by MFS II (SPARK and BiD-Network), mainly through the provision of trainings mentioned this section. Less decisively and concretely was the general support and advice offered to BSC from the side of SPARK and BiD-Network, but it seems these had an influence on factors such as growth of leadership, personal growth of staff, better communication and coordination.

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Guidelines and formats for the 5C endline study

- 5c_endline_overview_trainings_BSC_staff_Liberia (1)
- 5c_endline_questionnaire_training_BiD_Network_perspective_Liberia_BSC_Maria_Pontes
- 5c_endline_questionnaire_training_management_perspective_Liberia_BSC_William_Dennis_Training_and_Facilitation_skills
- 5c_endline_questionnaire_training_management_perspective_Liberia_BSC_William_Dennis_Internal_Systems_and_Control
- 5c_endline_questionnaire_training_management_perspective_Liberia_BSC_William_Dennis_International_Youth_Foundation
- 5c_endline_questionnaire_training_management_perspective_Liberia_BSC_William_Dennis_Public_Procurement
- 5c_endline_questionnaire_training_participant_perspective_Liberia_BSC_Himieda_Wallace_Training_and_Facilitation
- 5c_endline_questionnaire_training_participant_perspective_Liberia_BSC_Lawrence_Yealue_Facilitation_Techniques_MDF
- 5c_endline_questionnaire_training_participant_perspective_Liberia_BSC_Lawrence_Yealue_InfoDev_Business_Incubation
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- 5c_endline_questionnaire_training_participant_perspective_Liberia_BSC_William_Dennis_University_of_Tilburg
- 5c_endline_draftreport_country_SPO_26112014.docx
- Annex A_5c_endline_assessment_sheet_Dutch_co-financing_organisations_Liberia_BSC_SPARK
- Annex B_5c_endline_support_to_capacity_development_sheet_CFA_perspective_Liberia_BSC_SPARK
- Annex C_5c_endline_support_to_capacity_development_sheet_SPO_perspective_Liberia_BSC
- Annex D_5c_endline_interview_guide_partners_selected_indicators_Liberia_BSC_Wilson
- Annex L_5c_endline_interview_guide_subgroup_management_selected_indicators_Liberia_BSC(William_Dennis)
- Annex M_5c_endline_interview_guide_subgroup_program_staff_selected_indicators_Liberia_BSC_Lawrence

Annex M_5c endline interview guide_subgroup_program staff_selected indicators_Liberia_BSC_Himieda
Annex N_5c endline interview guide_subgroup_MandE staff_selected indicators_Liberia_BSC (1)
Annex P_5c endline interview guide_subgroup_field staff_selected indicators_Liberia_BSC
Annex Q_5c endline observation sheet_Liberia_BSC
Annex Q_5c endline observation sheet_Liberia_BSC_Bram
List of 5C indicator descriptions

Partner Documents

07022012_Annual_progress_reporting_format_updated
1. TRAINERS_MANUAL - FINANCIAL PROJECT REPORTING
10-steps of M& E
130913_Dilemmas_Background_Papers_def
130913_handout_expertmeeting_SPARK
130913_Invitation SPARK expert seminar 2013
15062011 Budget_BSC_MFS_II_Final_(Revised)
1-BSC Monrovia Project Proposal Form Ver 2012 6.1.2012
20130730 Market survey Questions
5. BSC Monrovia CS report
5C_baseline_report_Liberia_BSC_19012013_CK
A Guide to Civil Society Organizations Working on Democratic Governance (May 2005)
Accrediation Education.jpg
Accrediation Planning.jpg
Article of Incorporation
Balance Scorecard_BSC Monrovia
BiD Signed Contract 2014
BSC - MFS II Final Proposal 20111
BSC Monrovia - Project Activities Timeline 2012
BSC Monrovia Building Markets Yes Program Agreement
BSC Monrovia Organisational Chart 2014
BSC Monrovia Staff Code of Conduct
BSC Monrovia workplan 2014 - FINAL
BSC Monrovia_Procurement_Procedure
BSC Template Cash Count Liberia (Himieda)
BSC. Proposal for team building event with BSC
BSCM Contracts Matrix 2012 Final
BSCM Financial Reports Oct. 2012 -June 2013
BSCM Progress report template 2011 June - December 2011 Final
BSCM_Financial_Procedures_2012 Final
Certificate - EDN Kigali 001.jpg
Certificate of Business Registration BSC Monrovia.jpg
Contract BSC Monrovia & BiD Network MFSII
Copy of BSCM__Inventory_List_(Himieda)_review Sven
Copy of Budget 2012 MFS II April - December
Copy of Workplan & reporting template BiD network-MFSII 2012 (draft)
Cuttington Course in Project Management
Daily attendance sheet
Development Management Diploma Course11
Draft BSCM Organisational Policy Procedures Manual 11-8-14
Draft Budget 2012 MFS II April - Revised 6.1.2012
Employment Contract_Reserved_Locally
Exist interview formv2
F-BDS registration form
IEP Tilburg schedule2013
InfoDev MONROVIA TRAINING 2013
International_Partner_Cooperation_Agreement_2012-BSC_Monrovia[1]
Lectures & Topics Assigned to Class Dates

MDF Facilitation Skills 001.jpg
MDF Picture 001.jpg
MIS - Liberia Q4 1222014
MOU between BSC & Peter Hanson-Alp
MP - input file 2011 results for CMs
NEW APPROVAL MATRIX for payments Final
NGO Accreditation
NIKOS 001.jpg
Overview of loanees over time Oct 2012
Partner Coporation Agreement (BSCM & SPARK)
Practical ME Tools Training Program for Programme Staff_21 September 2007
Project Proposal Form BSC Monrovia 2014 - 2015 William R. Dennis RvH comments (1) 2014 Only
Proposed programme for Strategic Planning Business Start
Quick Books Training Receipt
Recruitment and Selection Procedure BSC Monrovia
Report BSC Strategic Plan draft 5 Oct 2012
Report BSC Strategic Plan workshop
Report Febr 2012
Report SPARK Jan 2013 draft
Report SPARK May 2012
Report SPARK May 2012 final
Reporting template BSCMonrovia 2012 Liberia MFSII July - December 2012 update Himi
SME Selection for YES Program & Planning[1]
Spark.AnnualReport2013-FINAL-VERSION-June2014
SPARK-BiD Network MFS II Project Form_BSC Monrovia_Revised_Final
Strategic Planning Matrix BSC workshop and priority setting - Revised
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Strategic Planning Matrix BSC workshop and priority setting
SUMMARY OF THE BSC TEAM BUILDING AND STRESS MANAGEMENT SESSIONS WITH BSC LIBERIA
Table of content Strategic Plan example
Timesheet Template_Revised
Triodos Facet MSFII - Mission report - Liberia - May12
Triodos Facet MSFII - Mission report - Liberia - Nov 12 final
TU ECTS 001

List of Respondents

BSC staff:

William Dennis	Programme Coordinator
Janice Love-Bropleh	Business coach / Monitoring Officer
Himieda Wallace	Finance / Administrative Officer
Lawrence Yealue	Assistant Project Coordinator and Office Manager
Harrison Chie	Maryland County Project Officer
Jeremie Carson	Bong County Project Officer
Joshua Beware	Grand Bassa County Project Officer

CFA:

Richard van Hoolwerff	SPARK Country Manager Liberia and Côte d'Ivoire
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Other respondents:

Maria Pontes	Former BID-Network Advisor to the BSC
Wilson Idahor	CEO of Top Consulting

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 2012.² 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.

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.

Key steps to assess changes in indicators are described

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

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

Below each of these steps is further explained.

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

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

General questions about key changes in the capacity of the SPO

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

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

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

1. *How has the situation of this indicator changed compared to the situation during the baseline in 2012? Please tick one of the following scores:*
 - 2 = Considerable deterioration
 - 1 = A slight deterioration
 - 0 = No change occurred, the situation is the same as in 2012
 - +1 = Slight improvement
 - +2 = Considerable improvement
2. *Please describe what exactly has changed since the baseline in 2012*
3. *What interventions, actors and other factors explain this change compared to the baseline situation in 2012? Please tick and describe what interventions, actors or factors influenced this indicator, and how. You can tick and describe more than one choice.*
 - Intervention, actor or factor at the level of or by **SPO**:
 - Intervention, actor or factor at the level of or by the **Dutch CFA (MFS II funding)**:
 - Intervention, actor or factor at the level of or by the **other funders**:
 - Other** interventions, actors or factors:
 - Don't know.

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

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

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

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

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

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

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

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

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

- Project documents: project proposal, budget, contract (Note that for some SPOs there is a contract for the full MFS II period 2011-2015; for others there is a yearly or 2-yearly contract. All new contracts since the baseline in 2012 will need to be collected);
- Technical and financial progress reports since the baseline in 2012; .
- Mid-term evaluation reports;

- End of project-evaluation reports (by the SPO itself or by external evaluators);
- Contract intake forms (assessments of the SPO by the CFA) or organisational assessment scans made by the CFA that cover the 2011-2014 period;
- Consultant reports on specific inputs provided to the SPO in terms of organisational capacity development;
- Training reports (for the SPO; for alliance partners, including the SPO);
- Organisational scans/ assessments, carried out by the CFA or by the Alliance Assessments;
- Monitoring protocol reports, especially for the 5C study carried out by the MFS II Alliances;
- Annual progress reports of the CFA and of the Alliance in relation to capacity development of the SPOs in the particular country;
- Specific reports that are related to capacity development of SPOs in a particular country.

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

- Annual progress reports;
- Annual financial reports and audit reports;
- Organisational structure vision and mission since the baseline in 2012;
- Strategic plans;
- Business plans;
- Project/ programme planning documents;
- Annual work plan and budgets;
- Operational manuals;
- Organisational and policy documents: finance, human resource development, etc.;
- Monitoring and evaluation strategy and implementation plans;
- Evaluation reports;
- Staff training reports;
- Organisational capacity reports from development consultants.

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

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

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

- **General endline workshop** consisted about one day for the self-assessments (about ½ to ¾ of the day) and brainstorm (about 1 to 2 hours) on key organisational capacity changes since the baseline and underlying interventions, factors and actors ('general causal map'), see also explanation below. This was done with the five categories of key staff: managers; project/ programme staff; monitoring and evaluation staff; admin & HRM staff; field staff. Note: for SPOs involved in process tracing an additional 1 to 1½ day workshop (managers; program/project staff; monitoring and evaluation staff) was necessary. See also step 7;
- **Interviews with SPO staff** (roughly one day);
- **Interviews with external respondents** such as partners and organisational development consultants depending on their proximity to the SPO. These interviews could 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	HUND EE	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 (2 nd 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 – India³

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

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

Source: country baseline report, India.

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

Table 4

SPOs selected for process tracing – India

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

³ 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 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 time 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).

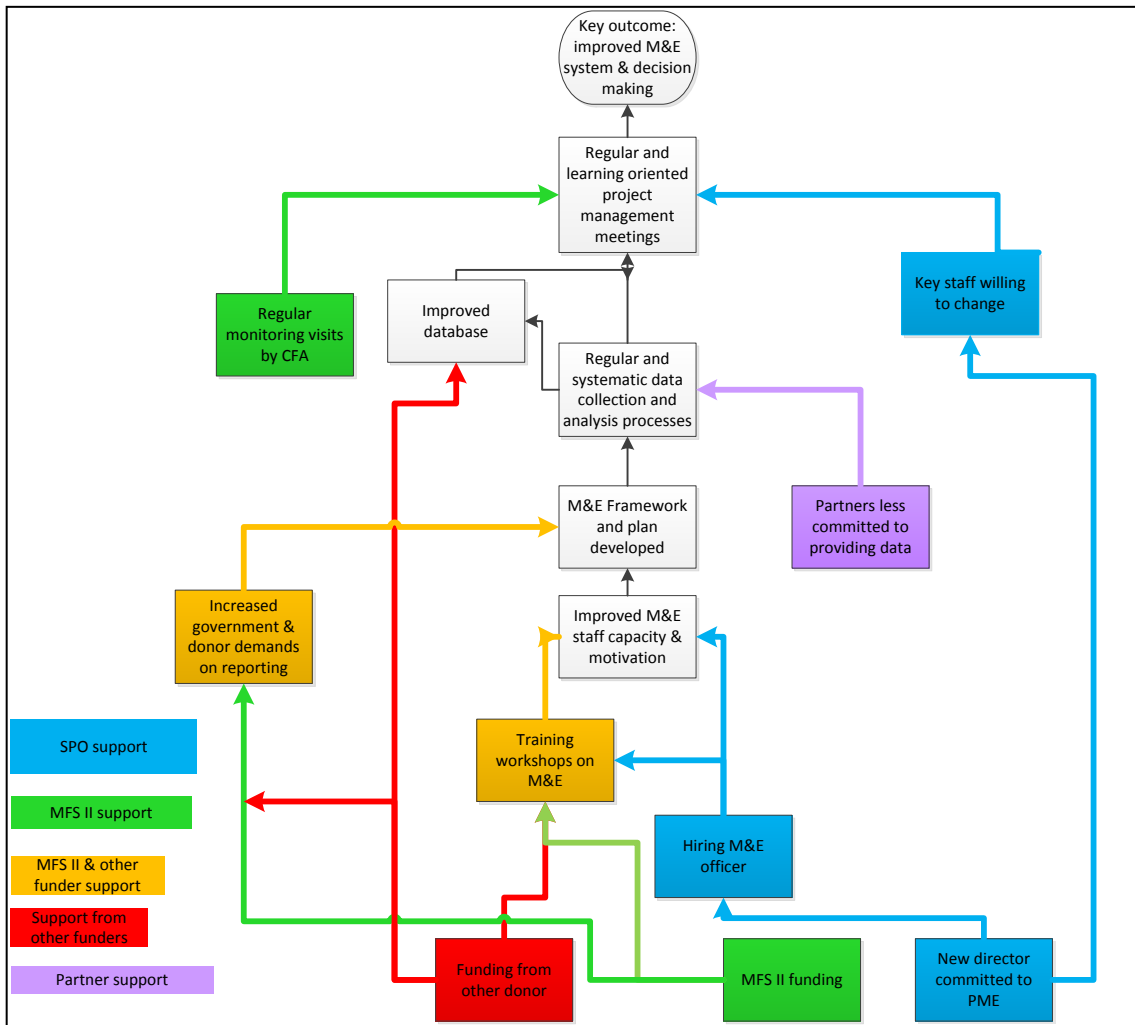


Figure 1 An imaginary example of a model of change

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 so as to find out whether 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.

<i>Example format for the adapted evidence analysis database (example included)</i>	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
Description of causal relation				
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**:

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

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

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

Appendix 3 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.

3.1 Capability to act and commit

3.1.1 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:

SPARK, the MFS II funder of BSC, is not omnipresent in BSC Monrovia's activities any more. A management team comprising of Liberian nationals is now leading BSC Monrovia, with support and occasional visits from SPARK members (both in Liberia and from the Netherlands). Another reason is that the SPARK representative is now mostly based in Ivory Coast. SPARK noted that the capability, responsiveness and very smart leadership of the programme coordinator was important throughout the past two years, and this has become even better. BiD-Network underlined this and stated that the acting director proved to be an inspiring example to other staff members in terms of guidance, feedback and explaining new concepts and modules.

BSC Monrovia has responded and grown since the baseline in 2012. The organisation has added more hubs and employed people to lead those hubs. It has also provided training and is seemingly good at the programme side of the business; this is evident in the ability of the current leadership to continue the vision and the mission of the organisation with diminishing funding from SPARK.

Score: from 3 to 3.5 (slight improvement)

3.1.2 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 end line situation:

SPARK is not visible in the leadership structure of the BSC Monrovia at this point, but still plays an important role in terms of guidance for the BSC Monrovia. SPARK is very instrumental in sourcing funding, training opportunities for staff, and other programme activities for BSC Monrovia. BSC Monrovia on its own requires some strategic guidance still in the management of the organisation.

The management of the BSC has increasingly been taking up a leadership role and has started formulating own strategic directions. Due to the engagement and improved competencies of the current programme manager the BSC staff has increasingly been able to develop new network contacts, develop own programmes and tender for funding from other organisations. BSC Monrovia does not have full ownership of the organisation; they cannot make decisions on their own on what to do or set priorities, because they still have to consult with SPARK. For the aspect of strategic directions, they know where to head to but for operations, there is deterioration or break down in implementation of some of the projects due to logistical constraints.

The BSC Monrovia is gradually getting there. They have started developing a draft strategic plan and are making efforts to develop new services and products with the help of SPARK and BiD-Network. Furthermore, budget development is now more being done by the BSC, after which it is sent to SPARK for review.

Score: from 2 to 2.5 (slight improvement)

3.1.3 Staff turnover: 'Staff turnover is relatively low'

This is about staff turnover.

Description of the end line situation:

The staff turnover is very low at BSC Monrovia. They have even hired more staff since the baseline in 2012, mainly project staff and interns. Due to the opening of the hubs most of the staff hired is for the outreach projects. The one key staff that left the BSC Monrovia since the baseline did so to take advantage of a scholarship to study oil and gas in the UK to join the staff of the National Oil Company of Liberia (NOCAL). The person that replaced him as project coordinator/acting director has been well able to motivate and responsively challenge other staff members in their work.

Score: from 3 to 4 (improvement)

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

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

Description of the endline situation:

The BSC Monrovia recently crafted a new organisational structure of the organisation. There are also several guiding documents for the organisation, including a draft strategic plan.

Before scaling down the involvement of SPARK, the organisational structure at BSC Monrovia was not clear, especially the line of demarcation between SPARK and BSC Monrovia. And though SPARK is not officially represented in the offices of BSC Monrovia any longer, BSC Monrovia still has to depend on SPARK for guidance and inputs into the daily activities and reporting of the organisation.

The current management of BSC Monrovia is very adept at leading the organisation to accomplish its mission and goals. Under the leadership of the current management team, BSC Monrovia has opened hubs in several counties, employed several programme officers of the hubs, and provided training that built the capacity of the new staff to effectively manage the hubs.

Though BSC has established a structure, still isn't a human resources arm at the organisation.

Score: from 2 to 4 (considerable improvement)

3.1.5 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:

The BSC is currently busy with the drafting of a strategic plan for after the 2015 period. This development has been positive since the drive to become sustainable and independent of MFS II funds is clear. This strategic plan will help in the guidance of the organisation. Although the strategic plan has not yet been approved, as the new ideas and programmes are evolving, 95% of the priorities have been agreed upon, especially where the BSC Monrovia sees itself in the next five years. The process of developing a strategic direction was stimulated by SPARK and was aided by MDF. Originally, the BSC Monrovia was seen as an extension of SPARK, but gradually, over the past two years, BSC Monrovia has now become slightly independent. A new strategic plan is currently being developed but there is no comprehensive M&E system that strategically guides the organisation in their decision making, although networking and collecting information from the external environment may inform strategic decisions.

Score: from 2 to 2.5 (slight improvement)

3.1.6 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:

The daily operations of the BSC Monrovia as it relates to the strategic plan have improved. Staff of the BSC Monrovia is implementing projects in line with the strategic plan of the organisation, and task divisions are clear to who is in charge of specific projects, decreasing the amount of overlap in responsibilities. Weekly meetings serve for programme officers to update each other on progress. Some staff noted that occasional activities such as trainings on short notice can distract them in their daily work. Also the fact that two other organisations (SPARK and Accountability Lab) are active in the same building sometimes causes some distraction.

Score: from 3 to 3.5 (slight improvement)

3.1.7 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:

In terms of staff skills the BSC Monrovia is improving. There has been improvement in skills training and facilitation, writing business plans, and training people/clients in business management. All staff members have been involved in these training topics, including staff members located in branches in Buchanan, Harper and Gbarnga. Many of the staff members are now certified trainers, with enviable business coaching and mentoring skills.

In terms of general skills, staff has been trained in (financial) reporting, budgeting, and programme management. The continuous coaching and the relatively low staff turnover have also helped the staff skills development of the BSC Monrovia. Throughout the past years the active involvement and regular visits of SPARK and BiD-Network representatives has also contributed to staff capacity development.

Furthermore, BSC Monrovia staff have gained some experience in networking, as far as linking up businesses with bank and non-bank financial institutions is concerned. They also gained experience in coaching of young entrepreneurs. However, it was reflected that still a lot of work can be done in terms of improving staff skills, namely in the areas of results measurement, evaluation and programme management.

Score: 4 to 4.5 (slight improvement)

3.1.8 Training opportunities: 'Appropriate training opportunities are offered to staff'

This is about whether staff at the SPO are offered appropriate training opportunities

Description of the endline situation:

In the past two years extensive training opportunities have been offered to the BSC. Some examples are trainings by SPARK in the development of financial procedures and monitoring tools; BiD-Network provided training on business monitoring and identification of financing for entrepreneurs; Triodos Facet provided training on Market/Business plan development; and MDF facilitated training on organisation and strategic strengthening. Some BSC members have had the opportunity to travel to the Netherlands, Rwanda and Ghana for training. In terms of local trainings several BSC members have had the opportunity to follow courses at the Liberia Institute for Public Administration (LIPA) both before and after the baseline.

Training events at the BSC since 2012:

- Training in facilitation skills by MDF in Accra Ghana - September 2012;
- Training in Business Development Services by Triodos Facet in November 2012;
- Training in facilitation skills by Triodos Facet - in 2012 and in 2013;

- International Entrepreneurship training in the Netherlands (University of Tilburg) for the programme coordinator - June/July 2013;
- InfoDev training on Business Incubation - August 2013;
- Expert panel forum conference on entrepreneurship in post-conflict settings, attended by programme coordinator, September 2013;
- BiD-Network trainings:
 - Business pitching and match-making in 2014;
 - Ready to Finance; 2012, 2013, 2014;
 - International Youth Foundation trainings: Build Your Business (2013, all staff), Passport to Success;
 - Technical assessment training by Investing in Business Expansion (IBEX - USAID) in 2013, for the business coach/monitoring officer;
 - Team-building training by Peter Hanson Alp in January 2014;
 - Visit of assistant project coordinator/office manager to Dakar (Senegal) with ILAB conference on business incubation 2014.

Due to delays in funding to meet training demands, training excursions are not as many in 2014 as they were in the years prior to the baseline. In a sense the amount of training opportunities offered is not so much a change: SPARK noted that there were similar, ample training opportunities offered before the baseline as well.

Training opportunities are constantly provided but sometimes there are overlaps. There are trainings being provided by different providers on the same topics. Staff members noted that the trainings have been good, but training needs assessments should be conducted within the BSC Monrovia in relation to the draft strategic plan, before new trainings are recommended. Furthermore, the timing of trainings should be considered in line with the normal operations of the BSC Monrovia.

BSC Monrovia's training for staff is set to situate the organisation to become the main site for business training and business development, and offer extended services that can also help with organisational sustainability.

Score: from 4 to 4 (no change)

3.1.9.1 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:

The biggest incentive for staff motivation within the BSC Monrovia has been the training opportunities for staff. There are plenty of opportunities for staff to keep them motivated, including significant training and travel opportunities abroad. Efforts to maintain and improve team communication and relations have also been undertaken. An example has been a team-building and stress management workshop organized in January 2014 at the request of the BSC staff, supported by SPARK. Staff members can also earn extra income through consultancy services where they benefit from their involvement in BSC Monrovia; this makes up for non-competitive salaries at BSC Monrovia.

The training incentives have been augmented by salary and fringe benefits such as health, transportation and communication allowances. The challenge has been recently that payments are not on time because remittance of funds by SPARK has been slower due to proposal writing procedures and financial reporting. The delay in remittance of funding has caused some issues especially with the running of projects and payment of remunerations of the staff. There has been a delay of funding from SPARK, which has led to the stretching of funds, and staff not being paid for 7 months as at the time of the endline evaluation. BSC Monrovia has acknowledged that this delay is partly due to late and faulty reporting.

Score: from 4 to 4 (no change)

3.1.9.2 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:

The funding outlook has changed positively due to the partnership with Chevron since 2013, helping the BSC in their target of getting funds from other sources than SPARK. There are other funding sources such as the BiD-Network. Though BiD-Network's funding is small they are consistent, and remittance of their funding is on time.

BSC Monrovia has now got multiple funding sources. The Chevron funding (\$300,000) is for three years, and BSC Monrovia has just completed the first year of that project. They are still waiting to see if the Chevron project will continue, especially with the Tailor's Union (\$20,000) for business development (training, business planning, business coaching and mentoring), which is funded by Chevron separately. Additional sources of funds include: the World Bank-funded YES project through the Ministry of Youth and Sports; consultancy for UNMIL national staff (providing business training, so when UNMIL leaves they can have business skills); \$10,000 under the Goldman Sachs through CHF – 10,000 Women Programme.

By now, BSC Monrovia networks with a long list of Private Sector Development actors – both nationally and internationally – that's how they were able to garner most of these opportunities. However, it should be noted that SPARK has also been a key factor in the sourcing of these networks and funding: the Chevron contract was won due to networking of SPARK and the International Youth Foundation. SPARK often links the BSC Monrovia up with most of these opportunities by sharing information and invitations to network events, and guiding in the partnership engagement processes.

Score: from 2 to 3 (improvement)

3.1.9.3 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:

Because BSC Monrovia is still developing operations manuals, there is still a low capacity to effectively compete for funding in accordance with accepted procedures. BSC Monrovia still requires assistance in developing fundraising procedures and developing marketable products and services.

SPARK has been very instrumental in sharing with the BSC Monrovia some of its procedures used in accessing external funding. They have shared their documents and BSC Monrovia is planning to adapt these to their local context in order to provide them with the edge to effectively apply for external funding.

To buttress the above, there is ongoing networking in the BSC Monrovia by both management and all staff. Networking by staff is via emails, working groups with government ministries, development partners, businesses and other clients networking with the BSC Monrovia to implement business development services. SPARK stated that networking for new projects had indeed become more effective and goal-oriented.

Score: from 2 to 3 (improvement)

3.1.10 Summary for capability to act and commit

BSC Monrovia has grown since the baseline in 2012. The organisation has added more hubs and employed people to lead those hubs. It has also provided training and is seemingly good at the programme side of the business. This is evident in the ability of the current leadership to continue the vision and the mission of the organisation with diminishing funding from SPARK. The leadership of the organisation has been taken up quite well by the current programme coordinator, who has been noted to have professionally stimulated, inspired, and guided staff of the BSC. SPARK has been increasingly

withdrawing from operational management and giving the BSC a chance at the steering wheel. SPARK does keep an eye on new projects and gives advice. The current organisational structure now also better reflects staff roles and responsibilities since the involvement of SPARK in strategic and operational guidance has reduced since the baseline. A new strategic plan is currently being developed but there is no comprehensive M&E system that strategically guides the organisation in their decision making. Although networking and collecting information from the partners may inform their strategies.

Every staff member at BSC Monrovia has learned to do trainings and can now carryout trainings. It's now a policy at BSC Monrovia for each staff to have the capacity to do training. SPARK and BiD-Network have trained them in Liberia (and offered the possibility for individual trainings at other institutes), the Netherlands, Rwanda, and Ghana. This has led to a strong capacity building focus in the organisation. The continuous coaching and the relatively low staff turnover have also helped the staff capacity development of the BSC Monrovia. The overall enthusiasm for entrepreneurship in the UEC and at the SPARK head office also contributed to the staff capacity development. The training opportunities still are the main incentives for staff, since staff salaries are still not in line with the market. Furthermore, staff salaries have not been paid for seven months at the time of the endline due to inadequate proposals and financial reporting of BSC to SPARK, which delayed funding.

BSC Monrovia has got multiple funding sources, most notably via Chevron for expanding the number of Entrepreneurship Centres. However, it should be noted that SPARK has also been a key factor in the sourcing of these networks and funding. SPARK often links the BSC Monrovia up with most of these opportunities by sharing information and invitations to network events, and guiding in the partnership engagement processes. A funding procedure has not been developed yet but BSC, is planning to do that, with the support of related documents from SPARK. Strategic independency and organisational sustainability has been a main issue, particularly since it is trying to become more independent from SPARK.

Score: from 2.8 to 3.5 (slight improvement)

3.2 Capability to adapt and self-renew

3.2.1 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:

Until 2013, the BSC Monrovia used the "Balanced Scorecard" as its main approach for monitoring, to measure improvement and progress. This information was collected in for example overview of loanee sheets that were periodically updated. However, since 2013 BSC Monrovia also uses Salesforce software as the main key monitoring approach to keep up to date on progress of entrepreneurs. BSC Monrovia has dedicated a full time business coach/monitor to keep track of entrepreneur support projects and generate data for management decision-making purposes. The main value of the Salesforce software is that it provides indicators that show which entrepreneurs are defaulting and it shows more up to date snapshots of the progress and challenges. It helps the BSC to provide feedback that helps them improve their businesses. The BSC staff felt that the use of Salesforce increased the standards of reporting: it helped to manage information better and the information is much more up to date and organised. This made it easier for the staff working with Salesforce, such as the business coach, to write reports. The evaluation team asked about monitoring and evaluation systems at BSC. The staff explained that there is accurate monitoring taking place, mostly through the Salesforce software with regard to the Business Plan Competitions. SPARK bought the first Salesforce software to be piloted by BSC Monrovia, and it seems to have the further advantage that SPARK staff can access the information as well. In terms of monitoring and feedback on trainings the BSC uses student satisfaction forms.

Beside these tools, BSC also makes use of Market survey questionnaires and student satisfaction interviews to map needs of entrepreneurs, and to evaluate trainings and coaching sessions.

Monitoring is done by the provision of periodic updates and the production of monthly reports. The members of BSC field offices expressed that they were still using the balance score card.

The main problem with the M&E is that there are two systems being used for different reasons. One staff is in charge of fieldwork monitoring while another is in charge of monitoring entrepreneurs' progress. There are two systems for monitoring different kinds of projects. The staff member in charge of monitoring entrepreneurs and businesses has been assigned as the official BSC Monrovia business coach. She is now tasked with monitoring the SMEs using Salesforce. There is also a need to measure results and assess the growth of targeted businesses. On the whole there is a need to have a more comprehensive M&E system that helps to make informed strategic and operational decisions, although networking and collecting information on the external environment may inform strategic decisions.

Score: 2 to 3 (improvement)

3.2.2 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:

The Project Coordinator and core staff members in Monrovia have undergone some M&E training and have gained some M&E skills. However, the members of the BSC recognize the need for more training and methods to apply M&E knowledge. They said that there is still need for considerable improvement, i.e., BSC Monrovia needs to develop performance indicators and templates with data management and understand the M&E strategies of the funding partners.

The business coach/monitoring officer has been trained and is considerably knowledgeable about using Salesforce to monitor and get feedback from clients. The Salesforce software was introduced by SPARK in 2013. SPARK mentioned that he felt that the staff's monitoring competencies have been improved.

Score: from 2 to 2,5 (slight improvement)

3.2.3 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:

BSC Monrovia is at this stage far away from having M&E in place that supports thinking through future strategies. The organisation currently uses two different approaches aimed at different kinds of monitoring and evaluation.

SPARK is helping BSC Monrovia to develop an M&E framework, e.g., the advisory board that provides expert business advice, and deployment of the Salesforce software that enables monitoring the business activities of clients, track performance, generate data to analyze business activities and provide timely advice and mentoring to clients.

Although the M&E and the subsequent reporting to donors has improved, using the M&E data for strategic decisions and interventions is not at the level it should be yet.

Score: from 2 to 2,5 (slight improvement)

3.2.4 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:

BSC Monrovia has developed a practice of holding meetings weekly at the beginning of the week, not only to discuss critical issues, but also to discuss the entire operations in terms of new plans, new ideas, and new ways of approaching targets geared toward consistently improving overall performance. With the help from SPARK, BSC Monrovia has designed new strategies on how to manage projects, relate to one another, and to know what is going on relative to achievement of the various objectives. SPARK stimulated this practice in order to control operating variables and deliver more effective services to clients. However, since there is no comprehensive M&E system in place that can guide the organisation strategically, these meetings tend to focus more on operational issues than strategic issues.

It is also indicated that meetings were better in 2012, as the entire team was at a central location. Now with the establishment of the outreach centres and the distance of staff from the central office, most meetings are by email, skype or phone. Meetings may not be regular but after every home-based activity there are meetings that reflect on the work. Discussions are mainly about prospects and challenges, but time specifically organised for reflection is limited.

Score: 3 to 3 (no change)

3.2.5 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:

All of the staff of BSC Monrovia has the opportunity to share new ideas and ways that they think could improve delivery of services based on, for example, their frequent contact with clients.

Score: from 4 to 4 (no change)

3.2.6 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:

BSC Monrovia has a system that tracks changes in the environment as it relates to developments in the private sector. They have a template to scan the operating environment twice a year. The template is an assessment form that is emailed to private sector development organisations and the National Investment Commission, to gather information about what has changed in the operating environment. BSC Monrovia uses the Survey Monkey online survey application to conduct surveys; and they also include their clients in this survey.

BSC Monrovia is heavily networked and partners provide information on trends. Besides this, the regional centres provide monthly reports on activities and these reports are circulated. Circulated reports to partners and networks prompt them to provide feedback on trends and activities. SPARK has also encouraged the BSC to participate in PSD meetings, forums, etc. in order for the organisation to keep abreast of the trends and changes in the sector. The BSC participated in the organisation of two conferences on MSME development in Liberia, and is part of an MSME working group led by the Ministry of Commerce. SPARK is a key actor connecting the BSC Monrovia to capacity building and funding partnership opportunities.

Score: from 2 to 3 (improvement)

3.2.7 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:

The BSC uses formats at the end of trainings in order to ask participants what they have learned and whether their expectations have been met. The BSC Monrovia now officially has an advisory board, which they did not have at the time of the baseline in 2012. This is improving as they have regular meetings and referrals to advisory board members for business advices. Stakeholders like government, banks, and businesses work with BSC Monrovia.

The BSC Monrovia is now an active member of the Private Sector Committee on SME Development in Liberia. This membership enables the organisation to understand what the stakeholders want in terms of priorities and strategies, playing key roles in PSD in Liberia. BSC Monrovia now implements important PSD interventions; therefore, the stakeholders have a lot confidence in its capacity to effectively contribute to PSD in Liberia. An example of this is a programme funded by Chevron. BSC Monrovia has become well known, its work is widely known amongst stakeholders and partners. The BSC has also been linked to other actors in their field such as Building Markets, FED and Mercy Corps. The BSC is now present in Greater Monrovia, Bong, Grand Bassa and Maryland Counties at the universities and even in community colleges in Monrovia.

Active networking, in which the programme coordinator plays a big role, has helped get input from stakeholders on other possible programmatic connections and attracting more funding for the BSC. Due to active networking the BSC staff members are better informed on developments and trends within the SME climate and be more valuable coaches to the entrepreneurs that train with them .

Score: from 3 to 3.5 (slight improvement)

3.2.8 Summary of the capability to adapt and self-renew

The BSC currently uses two different approaches aimed at different kinds of monitoring and evaluation: the balanced scorecard, and the recently introduced software Salesforce. Especially the use of Salesforce seems to have improved ways in which entrepreneurs are monitored and guided. The additional designation of a business coach/monitoring officer to focus on this process has contributed to improved progress reporting on entrepreneurs. In the past two years some M&E skills have been gained through LIPA training and SPARK guidance. BSC Monrovia is at this stage still far from having a comprehensive M&E system in place that can help to make informed strategic and operational decisions.

BSC Monrovia has developed a practice of holding meetings weekly at the beginning of the week, not only to discuss critical issues, but also to discuss the entire operations in terms of new plans, new ideas, and new ways of approaching targets geared towards consistently improving overall performance. Staff members feel they are able to contribute ideas and are encouraged to take responsibility. The relatively flat and open hierarchical structure stimulates this. When it comes to being in touch with trends within development environment the BSC has made steps may in terms of networking in relation to MSME development, and collecting information on the external environment from different stakeholders.

Score: from 2.6 to 3.1 (slight improvement)

3.3 Capability to deliver on development objectives

3.3.1 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:

BSC Monrovia has developed activity plans for all staff to carry out their various project activities. The activities in the work plans are guarded by the BSC, except for newly developed interventions. In these cases the advice and guidance of SPARK and BiD-Network is often still required. Many visits and other impromptu trainings by partners are not included in the planned activities. New interventions, like the plans to train health workers on Ebola-prevention measures, are still in the works.

Visits to BSC Monrovia showed many overlapping visits to BSC by partners and others, using strained staff to attend some activities not planned ahead.

Score: from 3 to 3 (no change)

3.3.2 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:

Resources are used in cost effective ways and according to the budgets. Through work plans, budgets, financial reports, timesheets and cash counting mechanisms the BSC keeps track of resource expenditures. Resources are limited, especially for the staff in the regional centres. Operational plans regarding resources and the effective use thereof are not clear: an example has been mentioned concerning the lack of clarity in addressing transportation needs.

Sometimes, delays in money transfers and the many visits by partners and others negatively affect the efficiency of the work at BSC Monrovia. Delays in money transfers sometimes have to do with the fact that receipts for financial reporting criteria are difficult to meet in informal business settings.

Score: from 3 to 2,5 (slight deterioration)

3.3.3 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 endline situation:

According to BSC management, 75% of planned outputs have been achieved over the past fiscal years. This can definitely be improved if funding delays can be decreased. Interviewed partners of the BSC suggested that the problem with management on the overall control of the project may not be due to partners' visits or interruptions, but rather be related to the management. This is because management should be the one telling the partners/visitors when the BSC is available for particular activities so as to avoid interruption of the work.

The BSC has been working on more projects since the baseline and staff report that most outputs have been delivered. However, it seems that delays in transfers of funding cause some difficulties in the implementation. A flexible and trustworthy relationship with the main donors has allowed for the BSC to be able to proceed with operations though.

Score: from 3 to 3 (no change)

3.3.4 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 endline situation:

The organisation uses two approaches for monitoring and evaluation. The balanced score card and Salesforce, both of them are mechanisms for measuring progress and ensuring that services meet clients' needs. The business coach/monitoring officer has been trained and is at the forefront of gauging impact of the training on entrepreneurs and business managers. This staff member is also involved in using the balanced score card method and receiving feedback on other projects in the field.

The BSC uses feedback questionnaires to allow students to show what they have learned and if their expectations were met. Other staff members have mentioned that regular interaction and visits have helped to get feedback from beneficiaries.

The establishment of the advisory board has also helped the organisation in accessing relevant business solutions for clients.

Score: from 3 to 3.5 (slight improvement)

3.3.5 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:

BSC Monrovia conducts performance reviews and it regularly monitors projects; and so they have up-to-date information and data on all projects. Documentation and sharing of information within the team has also improved a lot.

The organisation developed an update template that tracks the progress of projects and the quality of the outputs achieved, and then matches the inputs that have been made to produce the outputs achieved. SPARK also performs additional monitoring activities parallel to the BSC.

Score: from 3 to 3.5 (slight improvement)

3.3.6 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:

The Salesforce software helps BSC Monrovia in monitoring and tracking clients' records and also provides information on gaps, payment of loans, and for BSC Monrovia it is a great monitoring tool. The use of Salesforce helps in making BSC Monrovia efficient in its provision of business development services.

The quality of the work is checked regularly, which gives rise to weekly monitoring through meetings.

The BSC Monrovia team noted that there is a weekly activity log and work plan used to monitor quality and efficiency. SPARK noted that consciousness about the balance between quality and efficiency has grown with experience.

Score: from 2 to 2.5 (slight improvement)

3.3.7 Summary of the capability to deliver on development objectives

In the last two years the BSC has seen an expansion in the number of programmes and projects as well as number of staff and operation areas. As such, more projects and Business Plan Competitions were held. On the whole it seems that according to BSC management 75% of planned outputs have been achieved over the past fiscal years. Funding transfers have affected cost-effective use of resources and efficiency of the work, but the BSC has managed to keep operations going through

good communication and rapport with the main funders, and has been able to balance quality with efficiency of the work. Quality and efficiency are being monitored especially through the Salesforce software. Having operational plans in place has helped staff to deliver the outputs. But delays in funding and many visits and unexpected events from donors and partners, in addition to the many trainings, does keep staff distracted from their work.

Score: from 2.8 to 3.0 (very slight improvement)

3.4 Capability to relate

3.4.1 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:

Since the baseline in 2012, there are more engagements with stakeholders, including IFC, banks, NIC, and the Corporate Responsibility Forum (CRF). BSC Monrovia engages these people on a regular basis. These stakeholders do not tell BSC Monrovia how to do their work but instead suggest to them on how to approach/do things related to the services that they provide. They suggest to BSC Monrovia what they think would help entrepreneurs.

The BSC policy procedures manual stated that the members of the BSC board come from various backgrounds in Liberian society, ranging from legal, educational, business and philanthropic orientations.

Score: from 4 to 4.5 (slight improvement)

3.4.2 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:

BSC Monrovia is joining new networks that are available but are not particularly the ones that have to do with entrepreneurship. The organisation is still part of the existing networks that have been improved. For example, the Association of Liberian Universities (ALU) is a collective that is targeted by BSC Monrovia in its entrepreneurial training programmes.

The BSC Monrovia is also trying to create a network of local investors. They have organized a programme called Finance Friday where on every last Friday stakeholders in finance, banking, and the general public can talk with entrepreneurs. It is a 2-hour programme. In the first hour entrepreneurs are lectured on specific topics, and then the next hour is for networking. The entrepreneurs meet bankers and people in the area of finance, find out where the problems are, and engage to work out issues.

The BSC Monrovia is part of a bigger network that involves a lot of higher level stakeholders and partners that are regularly at private sector development events, e.g., USAID/FED, SIDA, Building Markets, FED, Embassy of The United States of America, German Embassy, IFC, World Bank, Transtec, UNESCO, UNDP, Ministry of Youth and Sports and the Ministry of Commerce and Industry.

Other international organisations and companies that the BSC has been into contact with include the Netherlands Africa Business Council (NABC), GIZ, Swiss Agency for Development and Cooperation (SDC), Swedish Embassy, Women Campaign International, Google West Africa Office, Philips, Bosh Bosh Project, Developing Market Associates, Humanity United and Virgin Unite.

Score: from 4 to 4.5 (slight improvement)

3.4.3 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:

Logistical concerns were cited as the number one reason why frequent visits to target groups have been diminishing since the baseline. This reduction can also be based on delays of funding. But to improve on engagement with target groups through the monitoring visits, for the past two years BSC Monrovia has designed a strategy to engage target groups either by visitation or phone and email communications, where feasible. To do this, the BSC Monrovia set up a routine that every staff is assigned a certain number of clients to communicate with via phone or personal visit at least once a month; each staff has a batch of clients. The staff share the information gathered from the different batches of entrepreneurs through email exchanges. The CFA noted that the use of Salesforce software has made the engagement with their target group more frequent and structured.

Coupled with the above, BSC Monrovia now has outreach or regional centres. This is an effort to reach out to the target groups in rural areas. There were no such centres before the baseline in 2012. The project team and M&E staff also make frequent visits to these target groups in order to keep them engaged.

Score: from 4 to 4.5 (slight improvement)

3.4.4 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:

There is a need to improve relationships within the organisation since the organisation is growing.

For staff outside of Monrovia, the organisation relies on the exchange of information through emails. The BSC is a very young organisation, both in terms of its staff and the time that it has been in existence. It has an open and non-hierarchical structure, which facilitates communication and sharing of ideas, and making decisions together. A team-building workshop in 2014 has also helped to strengthen this.

The relationship amongst staff is good and staffers relate very well. The staff is allowed to be creative and innovative. The staff is free to contribute to the strategic implementation of projects. Decision-making is done through meetings and also by individual staff working on projects.

Score: from 4 to 4 (no change)

3.4.5 Summary of the capability to relate

During the endline assessment it was clear that the BSC was working on increasing their connections, networks and partners. The past two years have seen the development of a local investor network, co-organisation of MSME conferences in cooperation with large donors and the Liberian government and expansion of current partnerships. Though the BSC still relies on SPARK and BiD-Network for support in finding and operating new programmes, developments show that the BSC is increasingly able to access local and national networks and opportunities. Interaction with stakeholders and beneficiaries has improved somewhat due to having regional centres, communicating by phone to clients, and by having regular field visits. Being a young organisation and the flexible and open organisational structure gives staff members space to share new ideas.

Score: from 4 to 4.3 (slight improvement)

3.5 Capability to achieve coherence

3.5.1 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:

BSC Monrovia is in the process of revisiting its vision, mission and strategic plan with assistance from the MDF and SPARK, incorporating new projects in furtherance of recent programmes. Staff is being involved in these revisions. The vision is still the provision of business development support and SME development. This is evident in the programmes and competitions and trainings provided by BSC Monrovia. There are more programmes than before the baseline in 2012.

Score: from 4 to 4 (no change)

3.5.2 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:

BSC Monrovia has developed a draft Policy Procedures Manual (latest version in August 2014) that includes policy documentation such as Human Resource management, finance, administration and programme management. These were missing at the time of the baseline. The draft operational procedures manual has been written and updated parallel to the development of the new strategic plan. SPARK has assisted the BSC Monrovia with the development of the operational manual – SPARK shared their operational manual that the BSC adapted for its use. The HR guidelines are now available to all staff and used in processes. There is also a manual which is used for day-to-day operations.

The main issue captured along the way was for the organisation to make active use of these documents and improve the versions along the way when changes arise: for now it seems that the activities and projects taking place are leading.

The new draft operational manual has been updated and elaborated to consider different aspects of the organisation such as HRM, Finance and administration, Programme management. However, partners noted that the full HRM policy has yet to be put in place.

Score: from 3 to 4 (improvement)

3.5.3 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 in line with the vision/mission of the SPO.

Description of the endline situation:

Most of BSC Monrovia's projects and activities are clearly aligned with strategic documents, contracts and operational procedures.

About 75% of the projects are aligned with the vision and mission to support entrepreneurship development through coaching, mentoring, facilitating match-making and helping with access to finance. The other projects slightly diverge in terms of target group and places of engagement. For example, the contract with the Literacy and Training for Employment Programme is to train youth that are at the level of secondary school students, whereas the BSC Monrovia's target groups are people in the age range of 18-40 years. BSC Monrovia is contemplating a slight revision of the vision and mission to take this age-deviation into consideration. Since the BSC mainly targets University and Colleges, to deal with secondary school students is a slight deviation from its mission. But this is a key demographic since many of these secondary students become target group members upon entry into any of the universities and colleges.

Score: from 3 to 3 (no change)

3.5.4 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:

There are new partners on board that contribute to similar activities, e.g., IYF, Accountability Lab, iLab, and Mercy Corps. BSC shares an office with SPARK (for the meantime) and Accountability Lab. Tasks and responsibilities are shared among core staff members. Projects activities are mutually supportive. BSC Monrovia is able to share resources to the end result, for example, the Chevron programme was deliberately aligned with the MFS II programme, and the World Bank's BDS programme was deliberately situated to develop the training skills of the BSC Monrovia. The work that the BSC is doing with the County Entrepreneurship centres expanded the reach of the BSC initiatives such as the Business Plan Competitions, business modules and life skills trainings. The contract with the Tailor Union to provide business skills training and coaching for those members that are eligible for a grant (also with Chevron) is an example of how a project falls in line with the overall BSC programme.

Score: from 3 to 3.5 (slight improvement)

5.3.1 3.5.5 Summary of the capability to achieve coherence

Since the baseline the BSC has greatly tried to build systems and strategies in order to operate in post 2015. Efforts were supported by SPARK and BiD-Network to develop services and build organisational capacity. Strategising sessions were held, new services and products are being thought up, and a strategic document is currently being developed. In line with this process, operations manual (including issues like HRM, finances, administration and programme management) has been updated and elaborated upon.

Whilst projects, strategies and associated operations are aligned with the vision and mission of the organisation, there are opportunities for projects funded by new donors that are not completely in line with the vision and mission. BSC is considering revising the vision and mission in line with a broadened scope of work. Different donors contribute resources to similar project activities and as such project activities are mutually supportive. Different donors contribute resources to similar project activities in order to address the bigger picture. Funding from different donors impact the development of entrepreneurial competencies amongst new entries and also strengthen those of current business practitioners. An example of this is very clear in the work with Chevron, as the initiation of three regional offices enables the BSC to offer similar projects and services in those areas. As such, Business Plan Competitions, basic business training modules and life skills training have been offered there.

Score: from 3 to 3.5 (slight improvement)

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 BSC since the baseline as expressed by BSC 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 BSC 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. In appendix 5 two specific organisational outcomes were examined through process tracing to see if and how these had changed, and what were the reasons for these changes. For BSC these were the 'competencies for training and facilitation', and the 'capacity for programme management'; both within the capability to act and commit.

The endline workshop started on the 7th of July 2014 at the BSC office in Monrovia. 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.

The BSC staff were asked to write down the key changes that have happened at the BSC in the last 2 years since the baseline. A lot has happened since the baseline, and some of the changes mentioned are described below :

- Increased training possibilities given to staff; Increased number of training modules offered;
- Training and facilitation skills developed and enhanced for many staff;
- Staff number was increased;
- BSC becoming better known in central Liberia;
- Number of centres increased: now the BSC is located in Gbarnga, Buchanan, Harper;
- More partners and clients working with the BSC. Examples were:
 - International Youth Foundation and Chevron to provide life skills training in three counties;
 - Yes Programme with SPARK: 240 entrepreneurs trained in 12 counties;
 - Cooperation with the Accountability Lab - on the Social Impact Tour for instance;
 - IT Business Plan Competition (BPC) to stimulate IT entrepreneurs - together with Lonestar telecom and iLAB;
 - BSC Academy;
 - Branson Scholarship programme;
 - Project with the National Liberian Tailor Union;
 - More synergy and teambuilding within the BSC team.

Many of the issues noted were related to the training of staff and, according to the group present, many staff members were now able to give trainings and facilitation sessions. Since 2012 these training and facilitation skills had been enhanced for the programme coordinator, the business coach/monitoring officer and the finance/administrative officer who had already been there for a while. The other, newer staff, had developed training and facilitation skills since they joined the organisation in 2013 and 2014. The programme coordinator stressed that this was essential: he reasoned that if the BSC becomes very good at giving trainings, at facilitating and helping entrepreneurs, then the BSC also becomes better able to go out and market itself, and get possibilities for funding and income. He said that there are more clients and funders, so the other important issue was 'improved networking skills & practices (for partnership development)'. This was mainly so for the programme coordinator, the business coach/monitoring officer and the finance/administrative officer.

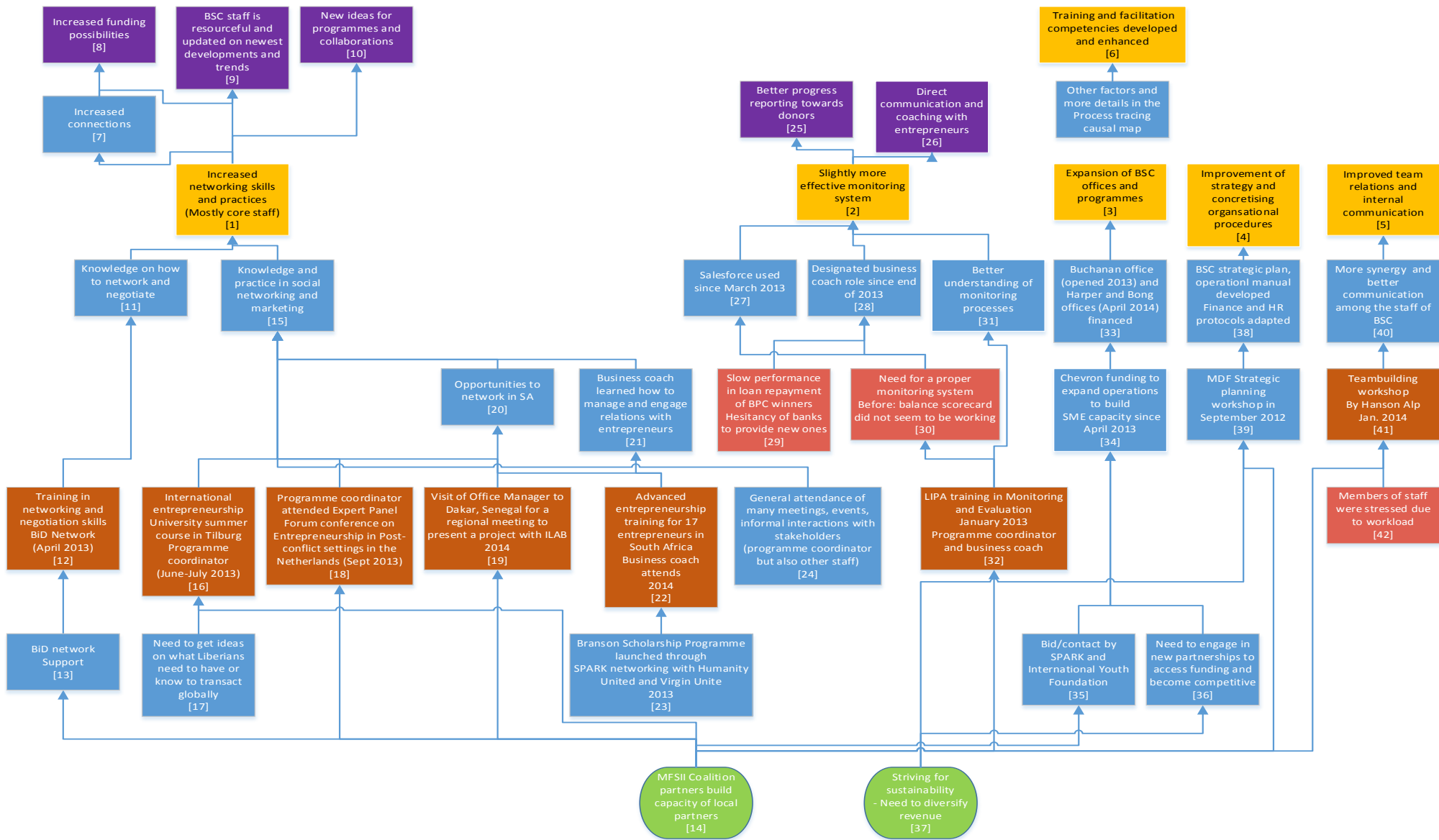
Another staff member pointed at the introduction and use of Salesforce to monitor the activities of the entrepreneurs that the BSC is supporting: saying that this, together with some training, has given them a slightly more 'effective monitoring system'. This was called effective because the previous method for monitoring with the balanced score card was deemed ineffective.

During the workshop there was a discussion on the topic of organisational structure of the BSC, and that a number of key changes had happened which contributed to this. It was also agreed that some attention should be paid to the fact that the staff number had increased and that there were different BSC centres in three other counties. Also, efforts had been made to develop strategic ideas and develop the operational manual. Furthermore, the following areas had improved since the baseline in 2012: expansion of BSC offices and programmes; improvement of strategy and operational documentation; and improved team relations and internal communication. These changes are further discussed below.

For the development of the general causal map see also the visual below. The discussion was focused on two key issues: improved networking skills & practices [1] and a slightly more effective monitoring system [2]. Three additional issues related to expansion of BSC offices and programmes [3], improvement of strategy and operational documentation [4], and improved team relations and internal communication [5]. In this exploration of the general changes in the organisational capacity, the issues related to enhanced training and facilitation competencies [6] (another important area of change since the baseline) have been temporarily been exempted: these will be discussed in a separate, more extensive, process tracing causal map further on (see section after the general causal map). This to decrease the amount of double information presented, and to limit the amount of information per map.

In the causal maps the attempt is made to trace back key capacity outcomes to competencies and activities, and to factors and other underlying causes. Whilst the general causal map is mainly based on discussions during the endline workshop, additional information is added from additional sources. For the process tracing related causal maps, which are more detailed, sources are also being provided. 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 bottom of the causal map shows the most important underlying causes, opportunities and constraints that have influenced the changes in organisational capacity. 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 narrative first discusses the key organisational capacity changes listed at the top of the visual. Consequently, for each of these organisational capacity changes, the underlying causes will be explained from the top down, and from left to right.

The main underlying influencing factors and causes of changes in BSCs organisational capacity are related to the efforts made with the MFS II funding support [14]. From the beginning of the MFS II period SPARK and BiD-Network have strongly put focus on developing the BSC as an organisation, but also to develop the competencies of staff members. Part of the key incentives to motivate staff, as already noted in the baseline, were the many trainings planned from the beginning and the various opportunities that BSC staff members were stimulated to take. Both SPARK and, to a lesser extent, BiD-Network played important and influential roles in this. An important motivation that has guided the BSC since the baseline has been the expected need to become sustainable as an organisation and in relation to that to diversify funding sources [37]. For instance, in the yearly contracts with the United Entrepreneurship Coalition (UEC) the BSC is expected to contribute own funding and to work on independent strategic plans.



Increased networking skills and practices

A key organisational capacity change that was discussed during the development of the General Causal Map was the aspect of networking. Especially the programme coordinator was very sure that these skills had increased in the past two years [1]. He said that this was very important since improved networking skills could lead to more connections [7] and more funding being attracted [8]. Also, due to engaging in networking, BSC staff members are better informed on developments and trends within the SME climate and be more valuable coaches to the entrepreneurs that train with them [9]. The programme coordinator added examples of various networks the BSC is engaging in such as the USAID network which gave the BSC access to a Literacy and Training for Employment (LTEP) programme contract bid. The programme coordinator said that he had discussions with the World Bank and USAID about other projects related to SME and the development of new project bids. The new programme areas with USAID seemed to be related to youth, health issues, etc. Such experiences are valuable for the BSC as it also gives impulses to develop new and improved proposal templates with which to officially bid for contracts (Source: Project Proposal From BSC Monrovia 2014-2015). A third aspect which was deemed valuable when it came to improved networking skills related to the possibility to get new ideas for programmes and collaborations [10]. An example of this was the IYF and Chevron programme launched from January 2013 until December 2013. A second example was the organisation of two MSME conferences in April 2013 and April 2014 in cooperation with the Ministry of Commerce at the Monrovia City Cooperation building. These conferences opened up pathways to new programme discussions and partnerships. Ideas such as an IT Business Plan Competition arose through discussions with iLAB for example.

Generally it seems that networking for new projects falls mostly to the senior staff such as the programme coordinator, the business coach/monitoring officer and the finance/administrative officer. But also the programme staff have said that networking is part of their everyday activities - the Bong County officer stated that when he is working in Gbarnga, on the Cuttington University Campus, a lot of his work includes communication and awareness raising. The other two county officers agreed.

The staff members said that they had gained some knowledge on how to negotiate and how to network since they came to work for the BSC [11]. They said that a training from BiD-Network on networking and negotiation skills (in April 2013) was valuable to them as it gave them some ideas on how to find financing and how best to approach financiers [12]. BiD-Network guidance was given to them during this training as part of the BiD-Network coaching role [13], as part of the initiatives of the MFS II partners to build the capacity of local partners [14].

A second component that contributed to the improved networking skills and practices of the BSC related to knowledge and practice in social networking and marketing [15], based on a range of different events. Especially the programme coordinator mentioned two examples that improved his networking skills. The first was an International Entrepreneurship Programme, a summer course at the University of Tilburg in 2013, where he attended a month training in international entrepreneurship and had extensive possibilities to network with other course participants and international business relations [16]. This programme involved lectures and workshops on decision-making, intercultural negotiation and sales skills (Source: IEP Tilburg Course Schedule 2013). One of the key reasons he stated that motivated him to attend the summer school was that he (and the BSC) needed to get more ideas on ways in which Liberians and Liberian businesses can upscale and act internationally, through funding and partnership building, but also in what manner to conduct business internationally [17]. The second event which helped with practice in social networking and marketing was the SPARK Expert Panel Forum in the Netherlands. This forum was a conference on entrepreneurship in post-conflict settings in September 2013 and the programme coordinator was invited by SPARK to attend [18].

The experiences of other staff members were also shared. The assistant project coordinator and office manager visited a regional meeting on business incubation in Senegal. He presented some of the BSCs work with iLAB. This was a good opportunity for him to meet relevant stakeholders within the business incubation field [19]. He indicated that he also received training in incubation from various experts present at the regional meeting. The business coach/monitoring officer said that one of the main practices she had gained was to be able to network in South Africa [20] while travelling there as a business coach with 17 Liberian entrepreneurs. This experience contributed to increased knowledge in how to manage and engage in relations with international entrepreneurs [21]. This trip was geared

towards advanced entrepreneurship training and networking and was organised through the Branson Scholarship Programme [22]. This project came about when SPARK staff travelled to San Francisco to meet people from Humanity United and Virgin Unite in 2013. Some of these representatives later visited the BSC in Liberia and were very positive about the centre. They wanted to work with businesses that the BSC worked with for a longer time, and had shown potential to operate internationally. These 'advanced entrepreneurs' needed to have been in business for more than 5 years, but need an extra push to become international, top Liberian companies [23].

The programme coordinator indicated that it was difficult to judge whether certain skills or knowledge in networking came from specific events. The fact that staff has been able to attend many meetings, events, informal interactions with stakeholders is immensely valuable to improve organisational networking and to practice that. The nature of the work the BSC engages in stimulates these kind of activities as well [24].

Slightly more effective monitoring system

The members of the BSC said that in the past years the monitoring system has been improved somewhat [2]. The programme coordinator noted that the reporting towards donors has improved: the BSC has more up to date and accurate information on their entrepreneurs, and is better able to show to potential donors what they are doing and what progress is made [25]. By having constant and direct engagement with entrepreneurs, and by focusing on this designated task the business coach/monitoring officer has increased her monitoring experience and practices [26].

This discussion mainly circled around the introduction of the Salesforce software programme [27] and the specific designation of one staff member as the BSC business coach since 2013 [28]. The business coach is also partially called the monitoring officer.

Salesforce is a software programme that makes it easier and quicker to share information on business indicators. These two developments were introduced due to the discovery that the BSC and SPARK needed to be better able to see how the Business Plan Competition grant and loan winners were managing their businesses and repaying their loans to the bank (for a documented example of the guidance plan for loanees see: Overview of loanees over time October 2012). These loans are guaranteed by SPARK, but in 2013 Liberian bank which was part of the agreement became more hesitant to give out loans and added extra demands [29]. The reason they stated for this was the slow rate of repayment by the first BPC winners. Since then SPARK and BSC have been searching for solutions, starting new ways of access to finance via the SPARK Ignite fund (Source: SPARK Annual Report for 2013, final version June 2014: page 20). In the past the balance-scorecard was used to monitor the BPC participants, but according to staff members this method did not seem to be working as hoped for (Source: Balance Scorecard BSC Monrovia). In addition to the balance scorecard an extra mechanism was sought by SPARK and the BSC. Thus, there was a need for a new system to be in direct contact with the entrepreneurs and be more up to date with their information [30]. The business coach was assigned to actively focus on this monitoring. She said that one of the advantages of Salesforce software is that it is also accessible for SPARK staff. With the support of the Salesforce software they look for four indicators: quantity of customers, customer satisfaction, profitability (internal organisation, process) and learning experience (what has the entrepreneur learned).

The business coach said that in addition to the previous aspects she also somewhat increased her knowledge of monitoring processes in the last years since the baseline [31]. Both the programme coordinator and the business coach/monitoring officer attended a training in monitoring and evaluation at LIPA in January 2013 [32], and this helped with additional knowledge on monitoring processes. The programme coordinator noted that this training was useful for introducing new ways of monitoring and evaluating. However, he also said that not all his expectations were met due to the fact that he was already applying certain principles in his work and that he had hoped for more (Source: Training Participant perspective BSC Liberia M&E LIPA). This training was supported financially by SPARK [12]. The CFA wrote that this LIPA training contributed to a more sustained understanding of monitoring processes and helped to improve the use of Salesforce (Annex B Support to capacity sheet CFA perspective: reference 18). On these local trainings by LIPA the CFA noted that they are useful to further build capacity in response to BSCs needs (Source: Annex B Support to capacity sheet CFA perspective: reference 10).

Expansion of BSC offices and programmes

The expansion of the BSC offices, staff and programmes since the baseline was an important improvement since the baseline according to the participants of the workshop [3]. The BSC was able to open three new offices in Gbarnga in Bong, Buchanan in Grand Bassa and Harper, Maryland [33]. The office in Buchanan was opened in 2013, and the other offices opened in April 2014. This was made possible due to funding from Chevron through SPARK and IYF [34]. The SME Entrepreneurship Centres were able to be brought to these areas through a bid by SPARK and IYF in which the BSC was a sub-contractor [35]. Additional motivation to enter in this project was that it was possible to upscale activities and diversify funding [36]. These options arose through intermediation and support of SPARK, while at the same time a motivation or push towards becoming financially sustainable and independent from SPARK [37].

Improvement of strategy and operational documentation

Parallel to these organisational developments, the BSC worked on improving its own organisational strategy and concretising organisational procedures [4]. The BSC also amended and improved several of the policy documents and these were incorporated in the Policy Procedures manual: operational guidance, human resources, finance protocols [38]. MDF played an important role in the strategizing process, coaching the BSC during several visits and running a workshop on strategic planning in September 2012 [39]. During these visits and the workshop issues such as strengths and weaknesses of the organisation and potential visions and strategies were brainstormed on. Tips were given on how to develop a strategic plan and how to structure such a document (this became clearer due to documents provided by MDF). Currently the strategic plan is under development but the draft Policy Procedures Manual was recently updated in August 2014. In the manual, chapters such as the role of the Board of Directors, organisational structure, asset management, financial management and human resources have been taken up (Source: Draft BSCM Organisational Policy Procedures Manual 11-8-14). One of the key reasons they mentioned why this was important was that if the BSC is going to be fully independent in the future, key policy and strategy documents are needed [37].

Improved team relations and internal communication

When talking about the internal dynamics of the organisation many of the staff felt that as a whole, communication has improved within the BSC as well [5]. They felt that this was important for the development of the organisation. The team collaboration and synergy has improved a lot, especially in 2014 with improved coordination, a more relaxed work atmosphere, and staff members being more open towards each other [40]. The BiD-Network advisor wrote that the support of BiD-Network and SPARK did not only focus on training. Many efforts were made with the SPARK country manager to build a team at BSC. A lot of effort was put into building the relationships within the team, growing their confidence as an organization and with different types of stakeholders, in negotiating proposals and improving internal systems (Source: Questionnaire training BiD-Network perspective: reference 4) [14]

One of the county project officers mentioned that one of the key activities that helped to work on this was a teambuilding training they had at the beginning of the year 2014 [41]. Apparently at the end of 2013 many of the BSC staff were feeling overworked and stressed [42]. After consultation with the contact person from SPARK, all the staff members were able to do a three-day teambuilding session on January 2014 with Peter Hanson Alp, a local consultant [41] (Source: Summary of the teambuilding and stress management sessions with BSC Liberia). The BSC staff members reported that this session was very valuable to practice stress management, teambuilding exercises and improve team spirit.

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

During the endline process, key organisational capacity changes have been identified in the following capabilities: capability to act and commit; capability to adapt and self-renew. These two capabilities have been chosen for the purpose of process tracing since these are the two capabilities that have most frequently been targeted by the CFAs. The organisational capacity changes that have been identified are based on a potential link with MFS II supported capacity development activities in these two capabilities, and on a variety of sources (secondary data as well as endline workshop data). The process tracing methodology has been adapted to the purpose of this evaluation and to investigate closely the underlying causes for these identified organisational capacity changes, and the extent to which these changes can be attributed to MFS II supported organisational capacity strengthening activities .

For BSC the following organisational capacity changes have been identified for the purpose of understanding the attribution:

- Capability to act and commit: 'Improvement in training and facilitation competencies'
- Capability to adapt and self-renew: 'Slightly improved programme management capacity'

Capability to act and commit - outcome 'enhanced training and facilitation competencies'

This topic was discussed quite extensively with the BSC staff due to the sheer number of trainings that they have had on these topics, or topics that they put to practice in their work through facilitating trainings. The examination of these trainings overlapped greatly with the process tracing segment planned for the next day. Therefore, the discussions on this topic during the development of the general causal map, were supplemented with points added during the second day. A separate causal map has been developed, focusing on exploring what makes the BSC staff better trainers and facilitators, where that comes from, and what kind of evidence they had for the issues mentioned.

The discussion initially started with a list of trainings and events they had taken part in the past couple of years (listed in brown boxes in the visual below).

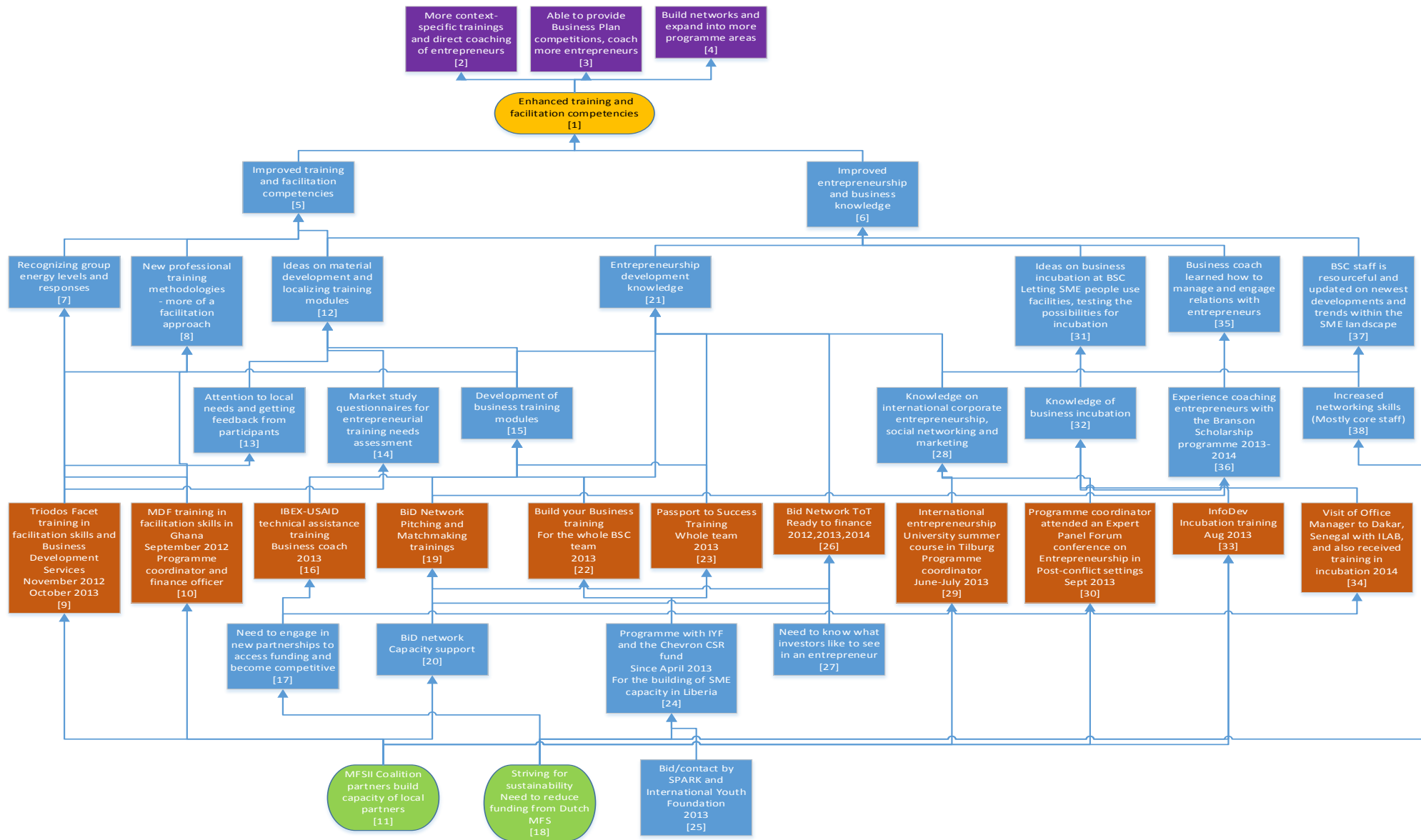
- Training in Facilitation skills by Triodos Facet - in 2012 and in 2013 [9];
- Training in Business Development Services by Triodos Facet in November 2012 [9];
- Training in facilitation skills by MDF in Accra Ghana - September 2012 [10];
- International Youth Foundation trainings: Build Your Business (2013, all staff) [21], Passport to Success [22];
- Technical assistance training by Investing in Business Expansion (IBEX - USAID) in 2013, for the business coach/monitoring officer [15];
- BiD-Network advisory support trainings;
- Business pitching and match-making in 2014 [18];
- Ready to Finance (ToT); 2012, 2013, 2014 [25];
- International Entrepreneurship training in the Netherlands (Tilburg) for the programme coordinator - June/July 2013 [28];
- Expert panel forum conference on entrepreneurship in post-conflict settings, attended by programme coordinator, September 2013 [29];
- InfoDev training on Business Incubation - August 2013 [32];
- Visit of assistant project coordinator/office manager to Dakar (Senegal) with ILAB conference on business incubation 2014 [33].

The desire to be sustainable was one of the main underlying reasons for many of these trainings, both from the perspective of BSC and SPARK. The project coordinator explained that funding currently comes from the Dutch government, but it is important for the BSC to ask itself: "how can we also bring something to the table"? He explained that one of the skills needed to get income is to become great trainers and facilitators. As such the overall training and facilitation skills were enhanced in the past two years [1]. "If we become good in that, we become able to offer our services to earn income". Examples of this are the contracts with the Tailor Union (currently ongoing since 2013 with support of Chevron), and Literacy and Training for Employment (LTEP) programme (negotiated just before the endline) to provide services to entrepreneurs and work on development of SME. With that in mind the Dutch CFA SPARK has set its objective to build the capacity of the local partners. It was also mentioned earlier that the BSC needs to contribute independent funding as the MFS II period ends.

Due to the role which BSC seeks to play as a training and supporting centre for entrepreneurship development in Liberia the improved competencies to provide business skills training and coaching has led to more context-specific and direct coaching, with more entrepreneurs reached [2]. This was noted as a consequence of better training and facilitation skills in order to give high level business skills training (SPO Support to capacity sheet: reference 2), but also by the CFA who mentioned that the BSC are providing more services to the entrepreneurs they support (CFA assessment sheet: reference 1). On investment, the BiD-network advisor wrote that the trainings related to investment enabled BSC to be prepared to work together with entrepreneurs and SMEs with more growth potential (Questionnaire training BiD-Network perspective: reference 1). The CFA felt that the active participation and cooperation of SPARK and BSC have made the services that the BSC offers more context specific and therefore more effective (CFA Support to capacity sheet SPARK: reference 20).

According to BSC staff, key changes that came as a result of the improved training and facilitation competencies were that during the past years more programmes had been organised, such as regular BPCs in which more entrepreneurs were coached. As an example Business Plan competitions have been organised frequently since 2011, and now also in the 3 other counties BSC is also active. In addition different theme BPCs are planned - general, but also agricultural and IT-themed BPCs together with partners (Source: BSC Monrovia Workplan 2014; Overview of Loanees over time Oct 2012) [3]. More coaching and training has been done: for example, SPARK wrote in its Annual Report of 2013 that through the YES programme with the World Bank, together with the BSC 250 SMEs in Liberia were shortly trained in Business Development Services (Source: SPARK Annual Report 2013). Furthermore, the experience and the fact that the team has expanded had given the BSC the opportunity to search for more programmes and funding within their field. They can now refer to their credentials to gain new opportunities [4]. SPARK acknowledged this last aspect. He noted that BSC is now a more active and knowledgeable partner in the SME landscape in Liberia. He stated that that BSC has been invited to be a member of the MSME working group with the Ministry of Commerce (CFA assessment sheet SPARK: reference 8). This increased competence to deliver training and coaching to entrepreneurs has significantly improved their position amongst stakeholders (CFA assessment sheet SPARK: reference 9).

These training and facilitation skills are separated into two main categories: process (improved training and facilitation competencies [5]) and content (improved entrepreneurship and business knowledge [6]). How each of these changes came about is further explained below.



Improved training and facilitation competencies

SPARK distinguished that the training competencies of the BSC staff have been developed, as well as their coaching, mentoring and monitoring competencies (CFA Assessment sheet SPARK: reference 1). The BiD-Network advisor said that she observed that during trainings delivered by the BSC staff they not only applied some of the methodologies and examples practiced during training sessions, but also made them their own and complementary to other trainings (Questionnaire training BiD-Network: reference 3). SPARK noted that the programme coordinator of the BSC, had become a better trainer as well (CFA support to capacity sheet: reference 12).

In relation to training and facilitation competencies, all the members of the BSC, including the three county project coordinators, are able to give trainings and facilitate sessions to the same standards. Some of the skills and practices they picked up as part of facilitation competencies included being able to recognize and read their participants, able to see their energy levels [7]; being able to apply facilitation techniques rather than maintaining too much of a lecturing style [8]; being able to adapt to participant levels and needs and yet remain in control of the session. The BSC staff has worked more with different methods and modules to address the needs of almost every sort of participant [12].

For these key competencies the trainings by MDF [10] and Triodos Facet [9] were named as instrumental to the BSC staff. A Triodos Facet training on business development services took place in November 2012 and another training by took place in October 2013 [9] for all staff members. Due to this 'business skills training and facilitation training' by Triodos Facet in October 2013 the BSC noted new skills and methods were developed (SPO Support to capacity sheet: reference 9). SPARK reported that due to this training by Triodos Facet the BSC staff have received better knowledge and skills in relation to general facilitation and training (CFA support to capacity sheet: reference 13).

MDF gave trainings on facilitation skills in 2012 in Accra, Ghana [10]. The BSC was represented by the programme coordinator and financial officer in Ghana, and they both said they got insights and practical advice in facilitation techniques, modules and methods. On the facilitation training by MDF the programme coordinator wrote that the BSC has now changed from giving traditional trainings to more organised trainings (Questionnaire training participant Programme coordinator - Training and Facilitation: reference 1). In the Facilitation Techniques training by MDF West Africa in September 2012 the BSC was exposed to basic facilitation techniques (SPO Support to capacity sheet: reference 3). These trainings were planned by SPARK and BSC with MDF and Triodos Facet before the baseline as part of the trajectory to build the capacity of the BSC [11].

The BSC staff mentioned that they also try to customize material and locally adapt their trainings [9]. This is aided by the use of a combination of knowledge from international trainings and getting feedback from their participants to learn about their weaknesses and strengths [13]. The BSC staff members gained insight in the need to make training material demand driven through the necessity of feedback sessions, careful development of training techniques (audio, visual, activity), and the SMART formulation of training objectives. These topics were mainly discussed during the Triodos Facet training November 2012 [9] (Source: Triodos Facet MFSII Mission Report Liberia Nov 2012). During this training they also practiced how to approach adult education and learned about the training cycle through various interactive exercises.

Another example of what was taken up related to localizing training was mentioned by the finance/administrative officer. She said that BSC now understood that it was also important to do research before the trainings are given, to explore the backgrounds and beginning situations of the participants. Two examples were shared with the evaluation team: an interview form to receive feedback on trainings and a market survey questionnaire that tries to find out from businesses what kind of recruitment needs they have (Source: Exist interview form v2; 20130730 Market Survey Questions). The finance/administrative officer said that the BSC now tried to do market surveys to identify entrepreneur needs so that the trainings become more relevant and interesting [14]. This partly was also a result of the Triodos Facet training on Business Development Services in November 2012 [9] (which followed up on a training given before the baseline in May 2012).

The participants of the endline evaluation workshop said that regarding the understanding of local training needs they also had some practice in the development of business training modules (this component has some overlap with the more content-related aspects of training) [15]. An example of something that influenced that was a training on technical assistance to entrepreneurs that the

business coach/monitoring officer attended in 2013, by Investing in Business Expansion training (IBEX, which is related to USAID) [16]. This gave her ideas on how to guide entrepreneurs who have management and financing issues. The programme coordinator explained that this training was given to the BSC because of its membership to a USAID network [17]. USAID wants to strengthen business support centres and gave this training to all its USAID clients. After and during the training there was the possibility to do some networking as well, which led to some potential clients for the BSC. In the aftermath the BSC was urged by USAID to bid for a contract on managing a Government of Liberia National Business Development and Advisory Centre. They did not win this bid, but in June 2014 (during the endline) the BSC was moving to the next stage in a bid to get a contract for a Literacy and Training for Employment Project. These trends are an example of the attempts made by BSC and SPARK to make a more sustainable and diversely funded organisation [18].

Other experiences and events that strengthened the capacity to develop business training modules were the coaching sessions and guidance surrounding Matchmaking and Business pitch topics provided by BiD-Network [19]. BiD-Network, one of the Dutch organisations in the UEC, provided various coaching sessions through the personal involvement of the BiD-Network advisor [20]. She observed that the business and financial planning as well as pitching helped the BSC staff improve their service quality to their clients, the SMEs and entrepreneurs (Questionnaire training BiD-Network: reference 1). During trainings delivered by the BSC staff they not only applied some of the methodologies and examples practiced during training sessions, but also made them their own and complementary to other trainings (Questionnaire training BiD-Network: reference 3).

Improved entrepreneurship and business knowledge

The BSC staff members said that they had broadened their knowledge and content-oriented skills [6]. This category is built up of issues related to entrepreneurship development knowledge [21]; ideas on business incubation [31]; learning to manage relations with entrepreneurs [35]; and being resourceful and up to date on relevant trends and developments [37].

During the workshop it became clear that entrepreneurship development knowledge was increased [20]. This is clearly linked to the development of business training modules [15]. The modules Build Your Business [22] and the Passport to Success [23] were mentioned as important examples of events that helped to develop the business training modules. These are certified ToT module packages developed by experts, which teach ways in which entrepreneurs and youth can be successful in business, but also in life. As such, the Passport to Success discusses life skills training. These trainings were part of the programmatic goals of the project with IYF and the Chevron CSR funding [24]. Through networking via the Business Plan Competitions, SPARK made contact with Chevron Liberia, who as part of their oil exploration operations finance various Corporate Social Responsibility programmes. One of the things they wanted to do was support SME development in Liberia. SPARK and IYF did a proposal in which BSC figured as a sub-contractor [25]. The programme allowed the BSC to open 3 offices in Bong, Harper and Buchanan, and contributed greatly to the financial resources of the BSC. As a part of this programme the whole BSC team received training in the above mentioned modules [22/23] by IYF in 2013. The programme was running from the beginning of 2013 until the beginning of 2014, but the reports have been submitted and currently there is an ongoing discussion to extend the programme.

A similar topic which gave all BSC staff members more knowledge on entrepreneur development was the Ready for Finance training module [26]. This is somewhat similar to the IYF trainings, and was given to the BSC staff yearly (2012, 2013, 2014) by BiD-Network as part of capacity support [20]. This training, which is also given as a refresher training to senior staff members, is mostly used in the Business Plan Competitions (BPC). This helps the trainer to show entrepreneurs key things that investors like to see in a business person [27]. This perspective is also taken when giving matchmaking sessions. Through the training the BSC staff can show BPC participants how they can build relations with investors. The BiD-Network coordinator stated that "all trainings related to investment were perhaps advanced for the country context and the entrepreneur population the BSC works with, however, they prepared the BSC to work with entrepreneurs and SMEs with more growth potential expanding their network and business development opportunities" (Questionnaire training BiD-Network: reference 1). It was noted that Salesforce is being used as a monitoring system to help coaching the BPC entrepreneurs (more on this in a later section of the narrative).

On entrepreneurship development the programme coordinator found it especially valuable to be able to tell Liberian entrepreneurs what they need to know on international corporate entrepreneurship [28]. How Liberian businesses can use technology, social media, but also talk the language of international business. He mentioned two international trips which really helped him to conceptualize these topics. The programme coordinator was able to attend a summer school at the University of Tilburg for a month in June/July 2013 [29]. The topic was international entrepreneurship, and mostly addressed the question of what businesses need to operate on an international level, how this works, and what entrepreneurs can do to improve this. Some topics and tips discussed during the summer school which he found quite valuable include: social media marketing, corporate entrepreneurship, networking visits, negotiation games (Source: IEP Tilburg schedule 2013). This course, according to the programme coordinator, was quite valuable in terms of understanding international business which he could use in his projects, but also gave him good opportunities to network and practice networking. It also showed him the importance of keeping up to date with developments in business, trends and contexts: to be resourceful at all times in order to help his business customers. The programme coordinator was also given the chance to come to the Netherlands at the invitation of SPARK to join the Expert Panel Forum on Entrepreneurship in Post-conflict Settings in September 2013, giving him an international stage to network and to learn from peers [30] (Source: 130913 Handout Expert meeting SPARK).

A specific component of business knowledge has been the focus on business incubation. This served to give the BSC staff ideas on how to provide these services [31]. Business incubator services are seen as a strategically valuable service for young and beginning entrepreneurs, and a financially interesting direction for the BSC. Due to the challenging context of Liberia it is currently not possible to offer full incubation services yet. In the past two years the BSC staff have gained knowledge and ideas on this topic however [32]. Currently experiments with these ideas are ongoing with potential entrepreneurs and BSC is learning from them. An example of this is through testing their facilities on certain individuals on an ad hoc basis. The training by InfoDev (and financed by SPARK) in August 2013 on business incubation was clearly done in order to see how this could help with sustainability, how to get the expertise to run it, manage the facilities and finance a business incubation service [33]. Now the BSC are in the process of exploring their options. This is working towards getting official plans and strategies in the next phase. This second phase is really planning to focus on financing the incubator: people are using the internet, they have a large copying machine, and there is a conference room. The BSC is still deciding on how much to fairly ask people to pay for this. Many of the options are related to fast communication opportunities at the BSC such as internet connectivity. The business coach wrote that "as our organization is into business development, the training is helping me develop ideas on how we can start an incubator" (Questionnaire training participant perspective Business Coach InfoDev Business Incubation). The programme coordinator wrote that the training gave him the chance to learn about Incubation Management, as it was a new experience for him (Questionnaire training participant perspective Programme Coordinator InfoDev Business Incubation). The BSC office manager added that he was able to go to Dakar in Senegal in 2014 on a regional meeting to present the BSCs work with iLAB. He said that while he was there he attended some workshops and visited some business incubators there, getting more ideas on how to apply that in Liberia [34].

Two final personal topics were addressed within the subject of improved entrepreneurship and business knowledge. The first was that the business coach said she had become much better in managing, and engaging in, relations with high level entrepreneurs [35]. This was due to the opportunity to participate in and guide the Branson Scholarship Programme for advanced entrepreneurs [36] (discussed in the general causal map as well). The programme coordinator showed the evaluation team the personal video message that Richard Branson sent the BSC. Here, the entrepreneurs selected would be able to participate in advanced entrepreneurship training. This programme will continue until November 2014. The business coach went with 17 selected entrepreneurs to South Africa and attended the programme with them, gaining skills in networking, international entrepreneurship knowledge, and how to manage relations with entrepreneurs. The second point was grasped as resourcefulness and being updated on the relevant trends and developments related to SME in the country [37]. The programme coordinator said that as the combination of the trainings, with experience and the multiple projects ongoing the staff members were learning more and more every day. This was supplemented with almost every staff member often having a networking role in their daily work [38]. SPARK wrote that the ongoing trainings and

coaching have increased the ability of the BSC to network and gain a substantial position amongst their peers and stakeholders (Source: CFA Assessment sheet Liberia BSC SPARK: reference 7).

Final comments

During the evaluation team's initial preparation it was explored that the BSC might have strengthened its competencies in training and facilitation through designating specific roles and topics for trainers. However, when this suggestion was put forward the BSC staff disagreed. Instead, they said that every different project or activity can have someone who is in charge or managing the project. These tasks are said to be divided on the basis of personal background and time available. The programme coordinator explained that for certain projects he might have the lead, but that the office manager for instance was in charge of the Business Angel Network, just as the business coach is in charge of the monitoring of the BPC participants. They said that the business training and facilitation competencies had increased due to collective efforts and teamwork. They mentioned that the fact that they would be able to fill in for each other whenever needed was very valuable to them.

The issue of leadership in the workshop was not mentioned very much, even though the evaluation team did notice that the core staff (programme coordinator; finance administrative officer; business coach) were those that had grown most. Noticeably, the programme coordinator was the most present during the workshop and the most knowledgeable in the discussion. This sometimes led to one-sided conversations, while the moments that the programme coordinator did not attend the workshop opened up space to talk for the other BSC staff members.

The more senior staff, including the office manager (who joined in 2013), attended almost all of the trainings as well. At the end the office manager noted that the amount of trainings was very high, which sometimes distracted staff from their work, and the topics a bit repetitive. He made the comment that in the future, as BSC tries to find its own way, it might be more important to base the training programme on the articulated BSC staff needs. This will hopefully increase effectiveness of trainings and sharpen the skills of BSC staff more.

Capability to adapt and self-renew - outcome 'Slightly improved capacity for programme management'

The organisational change focused on with process tracing, circled around exploring the improved capacity for programme management within the 'capability to adapt and self-renew'. This outcome area was explored due to the interest of the evaluation team in a number of trainings received that can be related to this aspect, ea. Monitoring and evaluation trainings, programme and results-based management courses. Most of the discussions that took place during this session was with the core staff of the BSC Monrovia rather than field staff.

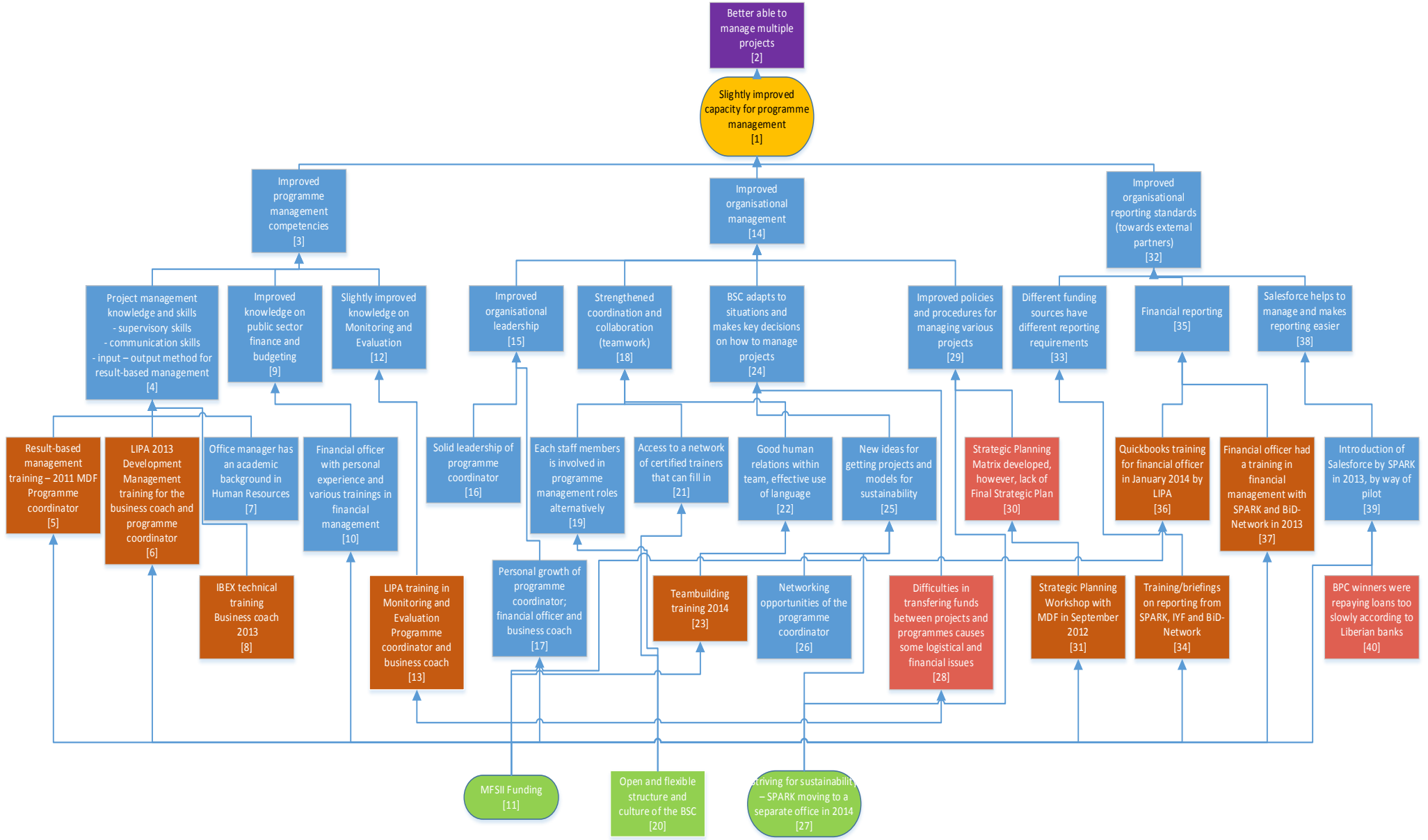
Some of the main issues that underlie the attention that has been paid to programme management in the past years relate to the goal the BSC has to become a sustainable SME development centre [26]. This has also been stimulated by SPARK, through yearly contracts and co-financing goals. The BSC wants to become independent as an individual organisation. In relation to this SPARK reflected that the deviation between donor contracts and the strategic plan seems to impact the strategic direction in the sense that the way in which the contract between SPARK, BiD-Network and BSC is organised hampers the full development of an independent strategy (CFA assessment sheet: reference 7). Furthermore, SPARK explained that: "the role of SPARK is in this sense - [to] help with the set-up of personnel roles, and organisational policies, but also say that sometimes these can change, showing BSC that flexibility is possible sometimes" (CFA support to capacity sheet: reference 8).

The programme coordinator said that in the past years the BSC has become much stronger in programme management [1]. He mentioned that this was demonstrated by the fact that the BSC has so many projects and programmes that need to be managed [2]. He said that the BSC "managed the Yes programme (with SPARK). This programme was designed to train 260 existing businesses in 12 counties in 2012 and 2013. Part of the goal was to identify the existing companies to work with and train them. The BSC also did a Transtec project through the World Bank. For the Chevron programme (since April 2013- 2014), the Corporate Lead project, the BSC was the sub-contractor for SPARK for 1 year. For this project the BSC set up entrepreneurship centres and trained 150 people in different business models such as the Passport to Success". The underlying expectation is that due to the positive and successful management of various projects will lead to new projects in the future.

The efforts to improve on programme management stem from the opportunities offered by SPARK and BiD-Network [11], and that the BSC has been set up to have a flexible organisational structure [19].

The identified need by both SPARK and BSC to become more independent and sustainable has been an important mission [26]. As part of this focus on becoming independent and sustainable after 2015 the programme coordinator really wanted to get across that the BSC operates separately from SPARK even though SPARK is still located in the same office for the time being. SPARK tried to tell the evaluation team the same: in the future this might be more emphasized due to the fact that SPARK moved to a different office in July 2014 (CFA assessment sheet: reference 5). In addition to that, another aspect that helps with an increased ability to function autonomously is that the SPARK Country Manager (the CFA) currently resides in Ivory Coast and visits the operations in Liberia every 1 - 2 months (CFA assessment sheet: reference 8). The CFA said: "SPARK no longer provides operational procedures. Activities are reviewed on their procedures but the BSC itself guards them in the first place. Only with newly developed interventions and activities SPARK offers support in developing the procedures" (CFA assessment sheet: reference 15).

The discussion on improved programme management capacity was guided by three main components: improved project management competencies [3]; improved organisational management [14]; and improved organisational reporting standards [31].



Improved programme management competencies

When asked what it was that the staff of the BSC needed to become better at programme management the programme coordinator said that programme management competencies have improved throughout the years [3]. Under project management competencies three aspects can be seen to have been built on: project management knowledge and skills [4], knowledge on public sector finance and budgeting [9], and knowledge on monitoring and evaluation [12].

The aspects mentioned under project management skills were related to supervisory skills, communication skills, and knowledge on input and output methods [4]. The programme coordinator said that he had gained skills in project cycle management, proposal writing and communication skills. The most valuable knowledge he still uses was the input-output method for results based management. Initially the SPO reported that the BSC staff now implement projects aligned to specific results as described in proposals. Their output-outcome and impact module has been adapted (SPO support to capacity: reference 1). The input-output model is used for BSC strategizing for instance, as the strategic objectives matrix distinguishes between these separate components (Source: Strategic Planning Matrix BSC workshop and priority setting). The programme coordinator said that he learned most of these things quite a few years ago, with a Results-Based Management training by MDF in 2011 for instance [5].

The programme coordinator stated that the LIPA training in 2013 on development management was also valuable to refresh his skills [6]. He shared an assignment with us from that course which explored the differences between project and programme management, and asked the participants to expand on the differences between policy statements and strategic plans (Source: Development Management Diploma Course¹¹). The business coach also attended this training and said that due this Development management training in September 2012 to March 2013, she was able to practice knowledge gained on management of development projects in her work. The office manager, who joined the BSC in March 2013, said that before he came to the BSC he did a master in human resources and within that academic training had done some courses on organisational management [7]. He felt confident that he brought that experience to the table in terms of programme management. The business coach told us that she felt that an IBEX technical assessment training in 2013 was valuable for her programme management skills, saying that she got knowledge on management in order to help entrepreneurs run their businesses [8].

Project management competencies also included the financial officers' knowledge on public sector finance and budgeting [9]. The financial and administrative officer said she had various trainings in financial management in the past years before and after the baseline. She sent us a programme management study-guide from the Cuttington University in Bong County, and a curriculum list for an LIPA course in public sector finance from 2011 [10] (Source: Cuttington Course in Project Management; Public Sector Finance Lectures and Topics). The LIPA trainings that the BSC attends are often financed by SPARK with MF SII funds [11].

Knowledge on monitoring and evaluation was slightly improved. The business coach said that she somewhat increased her knowledge of monitoring processes [12]. Both the programme coordinator and the business coach/monitoring officer attended a training in monitoring and evaluation at LIPA in January 2013 [13], and this helped with additional knowledge on monitoring processes. The programme coordinator noted that this training was useful for introducing new ways of monitoring and evaluating. However, he also said that not all his expectations were met due to the fact that he was already applying certain principles in his work and that he had hoped for more (Source: Training Participant perspective BSC Liberia M&E LIPA). The business coach said that she is now able to get faster and more reliable results due to the LIPA training in M&E. She mentioned that she has made some changes related to M&E in her work, due to working with Salesforce (Questionnaire training participant perspective the business coach Development Management: reference 2).

On the LIPA the CFA says: "These are local trainings, good to attend and not very expensive. LIPA is a good initiative that needs to be supported, with decent trainings. Semester basis, 1 or 2 evenings per week, and a more long-term discussion of topics" (CFA support to capacity sheet: reference 11). SPARK did however note that he was not sure of the extended organisational impact of the LIPA course related to Monitoring and Evaluation (Source: CFA support to capacity sheet: reference 18).

Improved organisational management

Organisational management was said to have been improved [14], because of the following reasons: improved organisational leadership [15], strengthened coordination and collaboration [18], situational adaptation in decision-making [28], improved policies and procedures [29]. However, strategic planning and documentation still require more attention.

Improved organisational leadership

An important component that has been mentioned mostly by SPARK and BiD-Network relates to organisational leadership [15], even though it was not discussed clearly in the workshop. Some issues that may have contributed to the leadership of the BSC are the positive developments related to the programme coordinator [16]. After the previous programme coordinator left, he has been able to fill in and both SPARK and BiD-Network have been very positive about him. SPARK said: "the programme coordinator has shown potential and more capacity in being inspiring, responsive and smart leadership". SPARK CFA mentioned another component that might have improved leadership was the personal growth of the business coach and finance officer [17] (CFA assessment sheet: reference 3). It was mentioned that organisational leadership benefitted from the long-term commitment and personal expertise of SPARK, as well as the training possibilities offered to the programme coordinator and staff [11]. Also the own efforts of the BSC staff to pursue other training opportunities, for example with the LIPA trainings [13] has added to this personal development (CFA support to capacity sheet: reference 10).

Strengthened collaboration and coordination

The members of the BSC said that one of the most important aspects of internal organisation dynamics was that coordination and collaboration has been strengthened in the past two years [18]. This is partly due to having different projects being managed by different officers [19]. The office manager mentioned that an aspect which makes the BSC better at programme management is that there is a flexible structure, which allows staff to contribute ideas freely and the management is mostly busy with steering. He said "creativity is not being stifled, and the open flexible structure is a key strategy that keeps the momentum going". The business coach said that not have a very hierarchical structure enabled better communication among staff, as well as use people's personal backgrounds to contribute to operations. This shows how the BSC organisation is generally more flat than other organisations in Liberia [20]. As an example it was mentioned that some of the internal projects are being managed by different people at the BSC. For instance the Business Angel Network is managed by the office manager, the Business Advisory Network by the programme coordinator, and the Business Academy and the project for the Tailor Union is managed by the financial administrative officer. As such they said that the initial titles by which their roles were named are more flexible than it seems. These roles change according to the projects at hand, and the time available for each senior staff member. The members of BSC stressed that everyone at the BSC head office should be able to fill in for others if the need arises.

The programme coordinator stated that coordination is a good part of these internal relations: "someone can pick up where someone else has missed out or is delayed". He explained that for example if a visitor comes to the centre to get to know the BSC but the main project contact-person is delayed, another staff member can pick up and give a presentation on the activities of the BSC while the other person gets to the centre. Thus collaboration and coordination are important aspects of the internal management structure. However, as such there are no dedicated staff roles for M&E for instance. Staff members said that the BSC was a flexible organisation since it was established, and the support from SPARK and BiD-Network have made it even more so - it is within the culture of the BSC. Due to this, and the fact that staff roles are flexible, each staff member is involved in programme management.

Collaboration and coordination also involves other contacts that can help out with projects. The BSC staff mentioned that they have a reliable network of consultant trainers that can offer support with projects [20]. The former programme coordinator, who used to work for BSC, is sometimes asked to help out when things get busy. So the people that can work for BSC changed from basic core staff for SME development, to a network of trainers that complement the needs on the project [21]. This cooperation is often on the basis of contractual agreements. For example, regular partner consultants are asked to perform as judges for the BPCs (Source: BSCM Financial Reports Oct 2012- June 2013).

BSC staff, including field staff have been agreeing throughout the workshop that good human relations within the BSC exist. Effective communication is a big part of that [22], and the fact that every member of BSC is open to talk. The members of the field offices of BSC also felt that way. They mentioned that the teambuilding session in 2014 with Hanson Alp (funded by SPARK [11]) was valuable to them, and strengthened their collaboration and cooperation attitudes towards each other [23].

Adaptation to situations and making key decisions

Another aspect that helps the BSC with regard to its internal management is that the BSC staff have become better at making decisions and adapting to situations that arise in order to manage projects [24]. The office manager explained that being better at situation analysis meant that the BSC is better at reading and building external relations with other funders. He told us that it takes time to manage those relations and this necessitates being well-informed and clear on the goals that you have. The BSC is also actively thinking of strategies to find new ways of raising funds, such as an Agriculture Business Plan Competition with Wienco, an IT Business plan competition with iLab, exploring opportunities for job placement services, and developing a business incubator [25] (Source: BSC Monrovia Workplan 2014). Some of these ideas come through networking opportunities by the programme coordinator [26]. He mentioned that a contract with LTEP was being negotiated at the moment through his contacts. This adaptation to opportunities that arise stems from the need to be more financially sustainable in the future [27].

The financial administrative officer mentioned an example in which the BSC had to be creative and flexible in performing its operations. This was when Transtec (from the World Bank) and SPARK had a project together in which BSC was sub-contracted. In this case the funds for the project came in late [28]. This was challenging, because it put BSC in a predicament how to implement the programme when there was no money to finance it. The BSC staff had to travel in the rainy season to 12 counties. The programme coordinator mentioned that the planning, task division was done beforehand, but eventually a decision had to be made to temporarily use funds from other projects. Luckily the good relation between SPARK and BSC enabled BSC to temporarily shift some project funds to the project by Transtec and SPARK. The programme coordinator described that troubles and differences between SPARK and BiD-Network financing sometimes also led to challenges. BiD-Network apparently is more direct with funding procedures than SPARK. He said that, in 2014, due to delays in reports, proposal and contracts the BSC did not receive funds from SPARK yet. This has been a major issue with SPARK for the past months as operational activities are jeopardized and staff members are paid less for the time being.

Improved policies and procedures

The programme coordinator noted that with regard to organisational policies there have been some improvements [29], that also contributed to improved organisational management. There has been a greater need to have the procedures and know-how to manage the different projects and follow the needed steps. As a result of that, the operational procedures manual has been updated. This included attention to HRM, recruitment and procurement policies, asset management, financial management (Source: Draft BSCM Organisational Policy Procedures Manual 11-08-14; BSC Monrovia Organisational Chart 2014). This contributes to acting more autonomously, and working towards becoming more independent from SPARK [27].

In the past years also attention was given to improving and working on the BSC strategic plans. Though BSC has been operating with a clear idea of the focus they have and how they want to achieve it, a concrete, final strategy plan was lacking. A strategic planning matrix was developed in 2012 to guide the objectives of the BSC [30]. The strategic planning training by MDF played an important role in helping to define priorities for the BSC. This training was held in September 2012 in Liberia [31]. The main focus of this workshop was to identify major strengths and weaknesses of the BSC, identify major opportunities and threats and define strategic options for the next 5 years. Based on these discussions the BSC defined emphasis points for the 3-5 years ahead (Source: Report BSC Strategic Workshop; Strategic Planning Matrix BSC workshop and priority setting).

Improved organisational reporting standards

The final key component of programme management that the BSC staff uncovered is that organisational reporting is improved in the last years. Both narrative and financial reporting standards are better [32]. There are still some challenges in these areas however: an example is when the BSC

is working with informal companies in various towns in Liberia. In these cases many entrepreneurs are working in the informal sector and do not work actively with receipts, even though these entrepreneurs might have a venue or a thriving business, and the knowledge to match it. But when you also have to report to donors and funders these financial reports are quite important [33]. Fortunately the BSC seems to have good arrangements and mechanisms with SPARK and other organisations on how to report financial support and transfers. The various donors that BSC works with also have certain reporting standards and templates. For instance, for the Chevron programme there was an informal meeting with SPARK on how the reporting should be done according to Chevron. In the past years the members of BSC have become familiar with the various reporting standards through trainings briefings on reporting by SPARK, IYF and BiD-Network [34]. They said that none of their narrative and financial reports have been rejected thus far, although getting the reports written on time does sometimes pose difficulties.

Financial reporting competencies had improved according to staff members [35], and the financial administrative officer seemed to be the main financial person at the BSC. She mentioned a number of trainings she went to in order to work on topics related to that. She was trained at LIPA in Quickbooks in January 2014, through which she learned how to use that programme for financial reporting [36]. She showed us the receipt for the amount of 500 dollars paid to a consultant for Quickbooks training. She also had an internal training in financial management from SPARK and from BiD-Network in 2013. She showed the evaluation team the SPARK financial reporting training guide which discussed issues such as activity-based budgeting, reporting formats, expense reporting [37]. The programme officer observed that due to these trainings the financial officer had broadened her horizon on internal control in order to attract funds and manage risks (Training questionnaire management perspective Programme coordinator Internal systems and control: reference 1). He said that: "we at the BSC have now started to implement some of the techniques and best practices of internal control systems. My finance officer has been very up to date with financial control and has now developed an internal control manual" (Source: Training questionnaire management perspective programme coordinator Internal systems and control: reference 3; Draft BSCM Organisational Policy Procedures Manual 11-08-14).

The BSC staff felt that the use of Salesforce increased the standards of reporting: it helped to manage information better and the information is much more up to date and organised [38]. This made it easier for the staff working with Salesforce, such as the business coach, to write reports. The evaluation team asked about monitoring and evaluation systems at BSC. The staff explained that there is accurate monitoring taking place, mostly through the Salesforce software with regard to the Business Plan Competitions. The business coach said that soon she would go to three different counties in Liberia to assess and monitor the sales of the entrepreneurs using Salesforce. We were told that Chevron for instance has its own monitoring specialists to monitor that programme. When we asked more about how Salesforce is used beyond monitoring it became clear that the Salesforce information is also easily accessible for SPARK staff to work with. The Salesforce software was introduced by SPARK in 2013 [39]. SPARK mentioned that he felt that the staff's monitoring competencies have been improved (CFA Assessment sheet: reference 2). Salesforce is now used to monthly check the entrepreneurs under support of the BSC (CFA assessment sheet: reference 10). He said: "The use of Salesforce has made the engagement with their target group more frequent and structured" (CFA Assessment sheet: reference 17). One of the reasons that SPARK introduced this is that the Liberian banks that provided the loans had been complaining that their loans were not being repaid fast enough [40]. These banks have said that SPARK is the financial backer and that these loans should be repaid by SPARK. This has led to the BPCs no longer having automatic loans for BPC winners. It is hoped that by monitoring the entrepreneurs more closely they will be able to coach them and hopefully get them secure enough to pay back the loans.

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