

# Monitoring and Evaluating Capacity and Capacity Development

## Why and How?

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# Outline for the Presentation

- Purpose of the session
- General context of capacity development
- Characteristics of capacity
- Challenges for CD & for M&E
- M&E: purposes & approaches
- Organization of the session

# Purpose of this Session

- Challenge participants to think about:
  - Why & how M&E of capacity & CD is different
  - Tensions between M&E for accountability & learning
- Look at different M&E approaches:
  - For accountability & learning
  - Quantitative & qualitative methods
  - Formal & informal approaches
  - RBM & systems approaches
- Address some fundamental questions

# General Context of CD

- Agreement on the importance of CD
  - But are people talking about the same thing?
- Increasing sums being spent on CD
  - But efforts are often poorly conceived & managed
  - Theory of change not well articulated
  - TA main or even sole delivery mechanism used
  - Public sector results disappointing
- Lack of knowledge of what works & doesn't work in CD

# Characteristics of Capacity

- A property of human systems
- Multi-dimensional & multi-level
- Capacity needs depend on context
- Many intangible, soft issues
- Can't be “transferred”, needs to be developed
- Often has short shelf life

# Five Elements of Capacity

- Self-organize and act
- Create operating space & relationships
- Develop & implement a coherent vision & strategy
- Continuously adapt & renew
- Achieve development results

# Challenges for CD

- Address political dimensions / empowerment
- Strengthen relationships & social capital
- Develop flexible management systems to allow for unpredictability of human systems
- Balance short-term gains & long-term processes
- Equip organizations to design & facilitate flexible CD processes

# Challenges for M&E

- Understanding links between capacity, CD & performance
- Assessing progress against ill-defined, intangible goals
- Doing M&E in a systems context
- Providing short-term measures in the context of long-term processes
- Rigorous studies of capacity & CD are costly
- Absence of baseline data
- Engaging vs exhausting stakeholders?



# Why Monitor or and Evaluate Capacity or CD?

1. To meet demands for accountability & results
  - To donors
  - To clients / beneficiaries
2. To learn and improve practice

*Each of these purposes is legitimate & important.*

*But can one M&E approach satisfy all 3 demands?*

# M&E for Accountability to Donors

- The traditional type of M&E
- Donors determine the evaluation questions & evidence to be used
- External evaluators are the norm
- Evaluation standards are goal achievement & value for money
- CD viewed as a project / programme intervention
- Emphasis on quasi-experimental designs, quantitative indicators & impact assessments

# M&E for Learning & Improvement

- Newer type of evaluation, emerging out of OD
- Concerned with improving org performance
- CD viewed as a continuous, developmental process
- Legitimacy is gained through building consensus
- Evaluation questions and methods determined internally (with aid of OD specialists/facilitators)
- Internally managed (self) evaluation
- Emphasizes participatory, constructivist, qualitative approaches

# M&E for Local Accountability

- Probably the most important, but least practiced
- Experience in NGOs
- Local stakeholders determine the evaluation questions & evidence to use
- Local evaluators / facilitators are the norm
- Evaluation standard is delivery of useful products & services
- CD viewed as local empowerment
- Primacy of participatory, qualitative analysis



# ***Organization of the Session***

# Questions Framing the Session

1. What are advantages & disadvantages of different approaches?
2. What is different about capacity that affects how we approach M&E?
3. How much time & resources should we devote to M&E of capacity vs. performance?
4. How should the purpose of M&E shape the approach we use?
5. Who should define what to M or E and how to do it?
6. What are the implications for the Paris Declaration?

# Four Working Groups

1. Approaches for monitoring capacity and CD
2. Approaches for evaluating capacity and CD
3. Use of a soft systems approach
4. Who should decide what to monitor and evaluate?

Each Group has specific questions

# Wrap-up Session

- Groups provide their answers to specific questions
- Discussion & synthesis
- Discussion of the general questions
- Brief summary of key points & closure





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