
Endline report – Ethiopia, HUNDEE 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 Ethiopia, HUNDEE. The format is based on the requirements by the synthesis team and NWO/WOTRO. The endline was carried out in 2014. The baseline was carried out in 2012.

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



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The Ethiopia 5C evaluation team

List of abbreviations and acronyms

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 UR, the Netherlands
CFA	Co-Financing Agency
CSO	Civil Society Organisation
C4C	Connect for Change Consortium
C6	Consortium of 6 NGO's (ADAA, CDI, ERSHA, FC, OSRA, HUNDEE) in "Integration of information and communication technologies on agricultural value chain" project under the lead of FC
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).
FC	Facilitators for Change
FED	Fair Economic Development
FMO	Farmers Marketing Organisation
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
HUNDEE	HUNDEE Oromo Grassroots Development Initiative
ICCO	Interchurch organisation for development cooperation
IFPRI	International Food Policy Research Institute
IICD	International Institute for Communication and Development
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
MFI	Microfinance Institutions
MFS	Dutch co-financing system
NGO	Non-Governmental Organisation
OD	Organisational Development
PME	Planning, Monitoring and Evaluation
SPO	Southern Partner Organisation
ToC	Theory of Change
Wageningen UR	Wageningen University & Research centre
5 C	Capacity development model which focuses on 5 core capabilities

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: HUNDEE in Ethiopia. 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 4.2.2.

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 4.3.

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

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

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

1.2 Brief summary of analysis and findings

Since the baseline, two years ago, improvements took place in all of the capabilities.

Many improvements took place in the indicators under the capability to act and commit. The leader at HUNDEE is responsive and the Board has become more engaged in decision making and guiding the management since the baseline. Board and management meetings are held on a more regular basis. In 2014 HUNDEE updated its organogram. The new organisational structure segregates staff duties and provides more clarity on roles and responsibilities. The board, management and different donors felt the need for this more clear organisational structure because of the expansion of the organisation in terms of themes and geography. Strategies are now articulated based on situation analysis and M&E findings. Staff skills in HUNDEE have improved, especially in using ICT for data collection, sharing of information, community managed disaster risk management, reporting, resilient livelihoods etc. because of many trainings offered by different donors including ICCO and IICD under MFS II (C4C Alliance). No staff has left the organisation since the baseline and most staff have enjoyed working at HUNDEE for over ten years because of the enabling work environment. The salary scale has improved shortly before the endline evaluation. HUNDEE also revised its HR policy and provides limited staff loans. The total annual budget of HUNDEE doubled from 25 million in 2012 to 50 million in 2014 because the credibility of the organisation and the resource mobilisation capacity improved. This resource mobilisation capacity was also supported by ICCO through quality assurance of their proposals. With the new organisational structure there are now dedicated staff members for resource mobilisation, there is more clarity on responsibilities in this matter and there is a more proactive approach to exploring new funding opportunities.

In the capability to adapt and self-renew HUNDEE also improved in many indicators. The organisation has slightly improved its M&E application because staff capacity to exercise and internalize the organisational accountability framework has increased. There is now an M&E team for each unit to strengthen the M&E system. ICCO has also been supporting HUNDEE to monitor and evaluate at different levels of impact and has provided training on downward accountability since 2009 (MFS II funded since 2011). The organisation is using M&E findings slightly more strategically as these findings have been used in project development. In terms of critical reflection, HUNDEE has institutionalized transparency and collective decision making and has established a grievance committee to resolve conflicts. HUNDEE keeps tracking its operating environment and has expanded its channels for getting information through working with other NGOs. Through implementing downward accountability, HUNDEE has become more responsive to its stakeholders and has gained the trust of the community.

In terms of the capability to deliver on development objectives, HUNDEE shows some improvement. The organisation has very slightly improved in having more clear operational plans that consider financial inflation so that there is no budget shortage for implementation. HUNDEE now has a budgeting officer and has improved in its planning and resource allocation. Administration costs have been reduced to work more cost-effectively. Through mainstreaming downward accountability mechanisms HUNDEE is well aware of client satisfaction in projects funded by various donors.

In the capability to relate, HUNDEE has improved as well. Understanding of the importance of working in networks has improved at top management level due to the advice of ICCO. HUNDEE is working more with networks and gets more information through them. Through the downward accountability mechanism, field staff and program staff have become more responsive to the target groups and visit them frequently. Within the organisation, between head office and field offices communication and information sharing has improved through the use of ICT. The new organisational structure also entails a formal communication and documentation system.

Finally, HUNDEE has improved in three of the four indicators under the capability to achieve coherence. Staffs are now more aware of the vision, mission and strategy of the organisation and are involved in the process of revisiting them, which creates a sense of ownership. There was an improvement in operational guidelines because the HR and financial policy were revised and a Disaster Risk Reduction guideline was developed (with ICCO's support). HUNDEE's programs have grown to be more complementary. In the operation areas all projects fall under one unified leadership.

The evaluators considered it important to also note down the SPO's story in terms of changes in the organisation since the baseline, because this would provide more information about reasons for change, which were difficult to get for the individual indicators. Also for some issues there may not have been relevant indicators available in the list of core indicators provided by the evaluation team.

During the endline workshop the following key organisational capacity changes were brought up by HUNDEE's staff: "improved capacity to facilitate behavioural change in rural communities"; "improved capacity in adaptive management"; "improved capacity in communication and information sharing"; "improved capacity to apply an integrated (multidisciplinary) M&E system"; "improved capacity in resource mobilization"; and "improved capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas".

According to HUNDEE staff present at the endline workshop, the capacity to facilitate behavioural change in rural communities improved because of the ability to use the appreciative inquiry approach through training on Asset Based Community Development (ABCD) by the COADY institute in 2012; and the ability to identify opinion leaders or other power centres due to understanding the power of mass mobilization which they gained during training on mass mobilization by GIZ in 2013.

Secondly, the organisation improved its capacity in adaptive management in the sense of adapting strategies to the interest and areas of concern of the government by understanding these interests and concerns. They gained this understanding by identification of possible alternatives that would be in agreement with the new CSO regulation and that could be accepted by the government, at an internal reflection meeting on adaptive management by HUNDEE.

Thirdly, HUNDEE improved its capacity in communication and information sharing because of access to information technology (broadband network, computers, smart phones etc. funded by MFS II), knowledge and skills in data management and computer utilisation for different purposes (due to MFS II funded computer skills trainings), and knowledge and skills on data collection, sharing and receiving by using smart phones because of a MFS II funded training on this topic.

Fourthly, the organisation improved its capacity to apply an integrated (multidisciplinary) M&E system because HUNDEE realized the need to involve all department units in M&E and clarifying the M&E responsibilities for the different programs/departments and M&E manager. Both these developments were due to the realisation that the work cannot be done by one person after HUNDEE expanded its work in terms of geographic areas and themes. The need to involve all departments in M&E also came from the need for quality reporting which takes all programmes into account. How this capacity was improved and the role of MFS II funded interventions will be further explained in the process tracing on this subject further below.

Fifthly, HUNDEE improved their resource mobilisation capacity because they started preparing big proposals, had a good track record, were willing to diversify their work, realised that donors' preferences are changing because of general limitations in terms of funding and the general manager showed networking and leadership capacity. HUNDEE started to prepare big proposals because of knowledge on detailed program proposal preparation they gained during a financial management training by Trocaire in 2013 and because they were forced to look for big projects to run the

organisation because of the CSO regulation that allows only 30 percent of the project budget to be used for administrative purpose.

Finally the organisation improved its capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas because of their improved skills in preparation of proposals related to Community based Disaster Risk Reduction and Management (CDRRM) and their improved capacity to implement resilience projects. The knowledge on CDRRM and implementing it was gained through training on CDRRM and the experience sharing/visit to Tigray, Dire Dawa and Awassa in 2013 (both MFS II funded), due to the needs assessment carried out in 2013 by the IRR consortium to identify capacity gaps in the area of CDRRM with the support of ICCO (MFS II funded).

All in all, there is some mention of MFS II funded capacity development interventions in the improved capacity for integrated M&E; improved capacity in communication and information sharing; and improved capacity to design drought resilient livelihood programs. During process tracing these and more MFS II funded interventions (such as trainings on these computer skills, and the use of smart phones and CMDRR; and the provision of broadband connection, computers and smart phones) have clearly come up, see further below. Other factors that were mentioned by HUNDEE staff include external factors like trainings by other funders (GIZ, Trocaire); changing funding climate; and CSO regulations. Also, there have been internal factors like internal reflections; expanding the program and have a good relationships with the government.

'Process tracing' was used to get more detailed information about the organisational capacity changes that were possibly related to specific MFS II capacity development interventions. For HUNDEE the organisational capacity changes that were focused on were "Enhanced resource mobilisation capacity", "Improved competences for gender mainstreaming", "Improved ICT capacity for information sharing and communication" and "Improved M&E practices including institutionalized downward accountability". These are further explained below.

Based on the process tracing causal map, it can be said that HUNDEE's enhanced resource mobilisation capacity can partly be attributed to MFS II supported capacity development interventions, notably by improved financial management capacity: through training and technical support on adapting financial system and accounting procedures in line with CSA regulations (although this was also done by other organisations); and through coaching and mentorship. Furthermore, the organisation increased its knowledge on funding trends and donor intelligence partly because of an improved ICT infrastructure (MFS II funded). There are also other factors to which enhanced resource mobilisation capacity of HUNDEE can be attributed. These include internal factors like experience from working on development projects, and experience and feedback from previous fields funding proposals. But there has also been support from other donors like by OXFAM Canada, who provided the training on gender analysis tools, and oriented the organisation to principals and useful empowerment tools integrated into to the ABCD approach, both useful for donor requirements in these areas. Then a range of funders have also contributed to the earlier mentioned trainings related to financial management capacity. Being an active member of new and existing consortia and networks helped them in understanding the importance of networks for resource mobilisation.

HUNDEE's improved competences for gender mainstreaming can partly be attributed to MFS II supported capacity development interventions, notably in the area of women in value chain development: i.e. training, coaching and an exchange visit to Kenya in relation to gender in value chain development which helped the organisation to review projects with a gender lens and increase their knowledge on these issues. Especially Oxfam Canada has also played an important, even more important role in terms of supporting annual organisation wide gender audits; and training on gender analysis with related tools and manual. Other donors have also played a role in terms of promoting gender mainstreaming and providing training on gender mainstreaming (CST). Internal factors like previous experience and establishing a gender task force have also played a role. And a USAID funded project has helped the organisation in addressing gender related issues.

ICT capacity has improved which can almost entirely be attributed to MFS II funded capacity development interventions by IICD and ICCO (C4C Alliance), by providing training and hardware: in particular training capacity based data collection using smart phones; training on data analysis software and website development; training on basic computer skills; and training on computer troubleshooting and hardware maintenance; provision of smart phones; provision of DVD and video deck; provision of

Wi-Fi internet infrastructure and computers. The 6NGO consortium meeting has been the main source of some of these ideas and proposals. The provision of smartphones by USAID and the engagement of the agricultural research centre documenting information for technology use have a relatively minor role.

Based on the process tracing causal map it can be said that the “improved M&E practices including institutionalised downward accountability”, can partly be attributed to MFS II supported capacity development interventions, and particularly in the area of downward accountability through the training trajectory on downward accountability that started in 2009 (MFS I) by the workshop organised by ICCO on client satisfaction instruments, and continued in 2011 with MFS II funding; including the training sessions on participatory filmmaking. In terms of improved competences to apply RBM and M&E tools, this can be attributed to efforts by training and coaching supported by MFS II (in M&E and PIM) but also training by other funders, including the World Bank, Trocaire, and Christian Aid.

2 Context and General Information about the SPO – HUNDEE

2.1 General information about the Southern Partner Organisation (HUNDEE)

Ethiopia	
Consortium	Connect for Change Consortium (C4C)
Responsible Dutch NGO	ICCO and IICD
Project (if applicable)	Integration of information and communication technologies on agricultural value chain (C5 in MDG sample) ¹
	HUNDEE is a member of the C6 consortium, under consortium lead Facilitators for Change (FC)
Consortium	ICCO Alliance
Responsible Dutch NGO	ICCO
Project (if applicable)	
Southern partner organisation	HUNDEE Oromo Grassroots Development Initiative

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

Achievement of MDGs and themes	
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

Ethiopia is one of the Sub-Saharan countries of Africa which liberalized their economies and developed poverty reduction strategies that underpin market-led strategies for broad based agricultural development and economic growth. This strategy makes agriculture a top priority to bring about sustainable development. Within agriculture, these strategies place heavy emphasis on the grain sector for improved production, privatization and commercialization. While agricultural development policy of

¹ HUNDEE takes part in the Consortium of 6 NGOs (C6NGOs) - namely Africa Development Aid Association (ADAA), Centre for Development Initiative (CDI), Ethiopian Rural Self Help Association (ERSHA), and Facilitator for Change (FC), HUNDEE-Oromo Grassroots Development Initiative and Oromo Self Reliance Association (OSRA). Together they promote Farmer Marketing Organisations (FMOs) in five administrative zone of Oromia Regional State: South West Shoa, East Shoa, West Shoa, West Arsi and Bale Zone, that together implement the economic development programme of Connect4Change. Contract partner for Connect4Change is Facilitator for Change.

Ethiopia is designed to support market-led agricultural development, competitiveness of smallholder producers and commercialization of small scale production depends on the development of viable and remunerative market linkages which the policy actions still lack to address mostly at the lower end of value chains.

On the other hand, agricultural productivity in Ethiopia is very low compared to other Sub-Saharan African countries. Various literatures indicate that inefficiency of domestic agricultural markets is mentioned as one of the factors held responsible for the reduced productivity of farmers and for the poor performances of the agricultural sector in the developing countries, particularly in Ethiopia. The capacity of smallholder farmers to produce the required quality and quantity of product as per the demand of the buyers is not well developed due to the limited agricultural extension services. Audio video recording on the improved agricultural practices could support for the increased production, productivity and quality of agricultural production.

Farmers Marketing Organisations (FMOs) are registered cooperatives under country's legal framework to serve members' common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. Currently, FMOs are proposing formation of an apex organisation, union of FMOs, which operate by an appointed manager, with sufficient decision making power and appropriate staffs. Union is recommended for organizing and bulking produce, assessing and accessing profitable market linkages, and providing market information to member FMOs. FMOs have faced constraints in the production and marketing of their agricultural produce that lowers their efficacy and competitiveness. FMOs do not have access to market information system that enables them to know prices and flows in markets outside of their own as shown in the following constraint analysis diagram teff value chain. This limits farmers' ability to deliver grain to unknown markets or to set contracts to go into effect at a future point in time, thus limiting their scope of spatial or temporal arbitrage. Furthermore, in the presence of asymmetric market information and weak institutional capabilities, it has been found out that, corruptions by elite local farmers and traders have caused high transaction costs crippling farmers' livelihood in the vicious cycle of poverty.

The consortium of six NGOs namely Africa Development Aid Association (ADAA), Centre for Development Initiative (CDI), Ethiopian Rural Self Help Association (ERSHA), Facilitator for Change (FC), HUNDEE-Oromo Grassroots Development Initiative and Oromo Self Reliance Association (OSRA) are promoting Farmers Marketing Organisations (FMOs) in five administrative zone of Oromia Regional State: South West Shoa, East Shoa, West Shoa, West Arsi and Bale Zone.

The core intention of HUNDEE along with other C6NGOs members has been to stimulate market access strategies for poverty alleviation. Currently, the second ICCO funded project on "Farmers Competitiveness on Agricultural Commodity Value Chain" has been launched. Value chain development approach has been followed by C6NGOs during the course of time to hit the intended target. After the recent programme review processes held by C6NGOs, lead firm (Union Model) approaches has been selected for the way forwards (2011 to 2014) in support of value chain development and high impact intervention strategy. Though valuable activities have been planned with this approach, still missing links exists when one come to programmatic requirements that calls for complementary actions which upgrades value chains and foster innovation in the value chain system as a whole.

In addition, HUNDEE – Oromo Grassroots Development Initiative is one of the indigenous NGO established a decade ago and operating in the Oromia Regional State with vision of Development of a rural society in Ethiopia in which government and civil institutions at all levels take their responsibility to empower and ensure the social, economic and cultural advancement of resource poor communities.

Towards effective realization of its organisational mission, HUNDEE currently facilitates the implementation of six major programmes in the field of development and civic education streams.

These include:

1. Promotion of community Cereal Banks and their networks
2. Civic Education with special focus on Women's Rights
3. Environmental Rehabilitation, Protection and Education
4. Women's Economic Support, Dabaree (helpers scheme).
5. Older Persons Economic Support scheme
6. Community based child development projects

Community organizing, gender and community awareness raising on HIV/AIDS pandemic remain cross cutting issues in all our programmes.

2.3 Contracting details

When did cooperation with this partner start?

2006

What is the MFS II contracting period?

September 2011 – December 2014

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?

December 2014

2.4 Background to the Southern Partner Organisation

History

HUNDEE – Oromo Grassroots Development Initiative is an indigenous NGO established in 1995. It is a local non-governmental organisation based on the philosophy that poor rural communities should be responsible for their own development. HUNDEE acts as a facilitator in this process. HUNDEE's major programmes include community organizing, cereal bank promotion and networks, civic education, environmental rehabilitation, and women's and older persons' economic support.

HUNDEE has five branch offices of which four offices are located in a 100km radius of Addis Ababa. They have 24 professional staff with tertiary level education in economics, sociology, management, law, agriculture and accounting and 52 other staff members including field animators, tree nursery foremen, drivers and other support staff.

The organisations' mission at establishment was to assist and empower resource poor rural and peri-urban communities to attain food security and increased household income and sustainable livelihood in Oromia National Regional. There was no formal strategic plan at the beginning. Capacity strengthening activities done during the first years included project management training, project development hands-on training, computer introduction and provision of office facilities to boost the office capacity. Misrepresentation by government regarding the organisation was indicated as important influencing factor during the period.

In the period 1998-2001, a vision statement was drafted which included human dignity and prosperity as the vision of the organisation. The strategy during these years were revitalizing community support systems and traditional institutions, e.g. household asset building, inclusiveness of different community groups, establishment of a MFI (Microfinance Institution), where HUNDEE is a major shareholder. Capacity strengthening activities done during these years included organisational development, strategic plan development, M&E system development, financial system development, leading organisation on marketing cooperatives trainings. The microfinance regulation of National Bank of Ethiopia forced HUNDEE to stop delivering credit service. Hence the regulation was indicated as important influencing factors.

2001-2005 was put as a third critical milestone period in the evolution of HUNDEE. The vision was well articulated and its mission was enabling small farmers, women, older persons, youth, and other marginalized groups to get organized around common issues of concern for livelihoods and to revitalize proven community-based traditional support system and institutions. The strategies during the period included right based approach, differentiating between direct and indirect programme costs, and inclusion of manufacturing to solve market problems in surplus areas, community assets development, and capacity building for target groups. Capacity building activities undertaken included technical training, transforming capacity building and asset-based community development, and marketing enterprise development. Training on facilitating community development and organisational development (adaptive management) were identified as important influencing factors in the period 2001-2005.

In the period, 2006-2009, the vision and mission remained the same as the previous period. The strategies of the organisation in this period included downward accountability (taken from ICCO), outcome based reporting (evolved from output based approach, result based approach, local resource mobilized). Capacity strengthening activities included different targeted trainings on M&E, project design, gender etc. and generative capacity building. The important influencing factors indicated by HUNDEE staff for the period 2006-2009 included the facilitation of farmers' access to remunerative markets, and the 2009 CSO legislation.

For the period 2010 to 2012, a new vision was put in place. The strategy of HUNDEE included total organisational approach. Holistic approach was also adopted in 2010. Geographical expansion: east Wolega, Borena, Sebeta, Finfine surrounding special zone were added and pastoralists were added as new target group. More functions were created such as community facilitators, nurse, veterinary experts, marketing experts, project experts and SHG monitors. Capacity strengthening activities during the period included strategic plan development, adaptive training after CSO law, organisational gender audit training, orientation on programmatic approach, capacity building on downward accountability and empowerment for addressing poverty. Furthermore, DOT Ethiopia, technical partner in the C4C Consortium, supports HUNDEE with technical issues and ICT-related trainings. The global financial crisis which resulted in reduced funding, and climate change which led to the engagement of HUNDEE on Disaster risk reduction programmes, were indicated as important influencing factors during the period.

Vision

A just world where women and men, and girls and boys, live in dignity and prosperity.

Mission

- Enable small farmers, women, older persons, youth and other marginalized groups to get organized around common issues of concern for livelihoods, and to revitalize proven community based traditional support system & institutions;
- Reduce vulnerability of target groups to transitory food shortage;
- Enable target groups to rehabilitate their degraded land;
- Empower women to attain economic and social rights, and eradicate all forms of violence and discrimination against them in Oromia regional state;
- Relate with government, civil institutions and NGOs to further our possible implement our development our development activities together with them.

Strategies

The five major programmatic areas that are developed against the backdrop of organisational vision, mission and goals described above are:

- Cereal Banks promotion and Value Chain Development;
- Community Education, Women Empowerment and Development Research;
- Community Based Child Development and Youth Capacity Building;
- Environment, Livelihoods and Adaptation to climate change; and
- Social Service Development.

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 2012².

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.

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.

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 HUNDEE that have taken place since the baseline in 2012 are described. The information is based on the information provided by ICCO and IICD.

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	Activities	Timing and duration	Budget
Finance Management of Hundee by the ICCO Finance Officer through the Consortium framework in Ethiopia	<ul style="list-style-type: none"> - To enhance the capacity of the organization in aspects of timely, quality and good financial & record systems. - Institutionalizing financial systems and enhanced involvement of all stakeholders in programming, implementation and monitoring of its programs 	Budgeting, Financing Reporting, Grants management (Donor relations & sub-grant management) – through FC C6NGO consortium	May 2013	About €2,500 covering transport, accommodation and upkeep costs
Training workshop on downward accountability	capacitate the SPO (together with the other 5 NGOs in the consortium) to pilot some downward accountability tools, which in turn aim at improving the quality and effectiveness of the services of SPO to its clients, its accountability to its clients, etc; Mainstreaming downward accountability in all its programs and institutionalize the approach. The SPO adopted ICT solutions that can be conveniently used to disseminate and collect information using a mobile phone	<ul style="list-style-type: none"> Introduction training course on Downward Accountability (2009 – MFS1) Field work preparation & Implementation with coaching on the side (2010 – MFS1) Sense-making Workshop (August 2010 MFS1) Participatory film making (March 2011 – MFS 2) Round 2 Field work – with training session and coaching (November 2011 – MFS2) Participatory film making (December 2012- MFS 2) Final dissemination conference December 2012 - MFS 	See previous column	The whole program was about 75K Euro, including production of a book, 2 movies, website, trainings, meetings, consultant and 6 participating organisations. So Hundee share was 1/6 of 75K = 12.500 Euro.
Coaching Gender Mainstreaming in value chain within the Consortium framework	To enhance equitable participation of both men and women in its program; Mainstream gender in all its programs as cross cutting issues	No info	2013	No info
Staff training on application of ICT tools for development, and website development under the C4C framework.	This was what SPOs needed and included as part of its ICT project that relates to FED program (Fair Economic Development); Provide access to up-to-date and reliable information sources to its target groups, which are smallholder farmers and their organizations	Provide access to up-to-date and reliable information sources to its target groups, which are smallholder farmers and their organizations	2013	No info

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
cross country experience exchange for management members and Directors on FED and ICT covering Kenya & Ethiopia	learning from one another so as to enhance their respective development results; Strong link with market actors leading to self-sustainability.	Learning & Sharing Experiences especially on ICT and business approaches	October, 2013	€21,000 (€10,000 from ICCO and €11,000 from IICD)

Source: B_5C endline_support to capacity development sheet_ICCO-FED _ HUNDEE; B2. 5C endline - support to capacity development sheet

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

Below you can find a description of the changes in each of the five core capabilities (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. In addition to this staff present at the endline workshop were asked to indicate what were the key changes in the organisation since the baseline. The most important is key organisational capacity changes have been identified, as well as the reasons for these changes to come about. This is described in a general causal map, both as a visual as well as a narrative. The detailed general map is described in 4.2.2.

4.2.1 Changes in the five core capabilities

Capability to Act and Commit

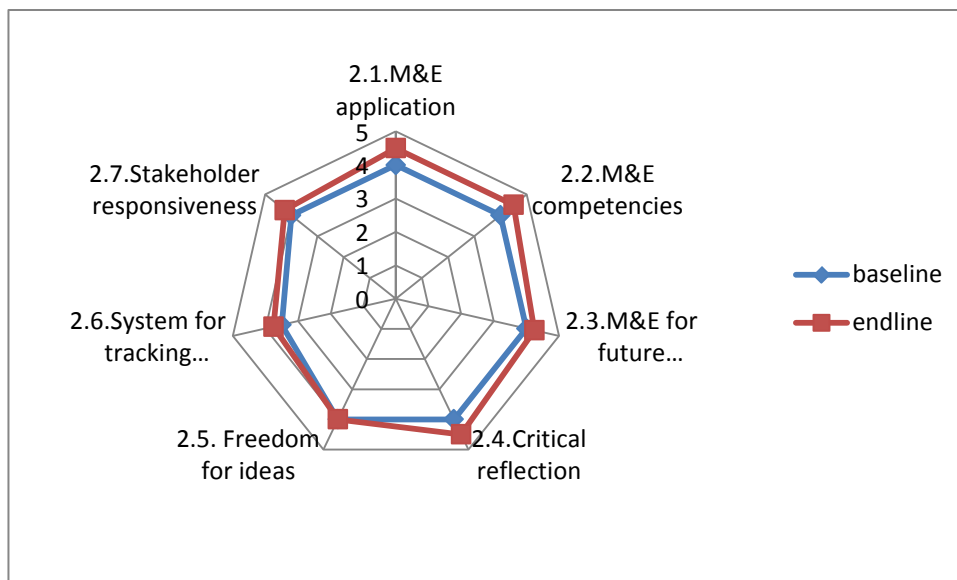


There exists responsive, transparent, collective and accountable leadership role in HUNDEE. The leadership effectively engages in all organizational aspects, including strategic and operational issues. The Board of Directors is helping the organization in defining the strategic directions, and most importantly, on a regular basis advises the management team on coping with changing circumstances. HUNDEE has been focused on the realization of its long-term objectives and goal through organizational development, improving the resource base/funding of the organization, enhancing on-going learning through consistent application of PME, maintaining and enforcing good public relations, and ensuring

program quality and outreach expansion. There has been no staff turnover in HUNDEE since the baseline. Rather, most of the staff members (particularly the senior ones) have been working at the organization for more than ten and above years due to the existing enabling working environment. Most of the staffs who participated in the baseline assessment were present in the end line assessment. A new organizational structure clearly defines roles and responsibilities of staffs and hence there are well-articulated job descriptions of staff. Besides, strategies are well articulated at HUNDEE in a way that situation analysis and monitoring and evaluation are used to inform strategies. HUNDEE day to day operations were already in line with the strategic plan. HUNDEE field staffs, due to regular trainings and capacitating activities within the C6NGO framework (MFS II), were able to improve their planning, monitoring and follow up, and reporting of project activities. Efforts were made to focus on outcomes rather than outputs in their reports. Accordingly, significant changes have been observed in the quality of the reports. Staff skill at HUNDEE has improved since the baseline particularly in relation to using ICT for data collection and sharing information, and use of community managed disaster risk management program implementation. HUNDEE staff training need assessments were undertaken at various levels and trainings were provided on different topics as identified in the gaps analysis. Short-term trainings on subjects quite related to the project/program engagements were facilitated for selected staff by different donors and networks. Regarding incentives, HUNDEE reasonably improved the salary scale, although some staff indicated not to have seen this taken place, while a transport service has been given to core and senior staff since 2012. The organization's funding sources have improved, hence the total annual budget of the organization increased from 25 million in 2012, to 33 million in 2013, and 50 million in 2014. As a result HUNDEE intervention areas increased from seven decentralized offices to nine area offices. Funding procedures changed in the sense that fundraising, proposal development and income generation are specifically designated to senior management and the general manager and, in collaboration with program staff, are more proactive in terms of resource mobilization and engaged in approaching different donors through lobbying and competing in different calls for proposals.

Score: from 3.7 to 4.2 (slight improvement)

Capability to adapt and self-renew



Participatory project monitoring has become practice in HUNDEE and has not changed greatly since the baseline. HUNDEE regularly conducts participatory monitoring and downward accountability. These lessons are adopted continuously. TROCAIRE and other donors have given training on downward accountability and HUNDEE has developed a draft organizational accountability framework and oriented staff members on accountability and complaint handling. Staff capacity to exercise and internalize the accountability framework has increased. Hence, HUNDEE has started to document best practices to use

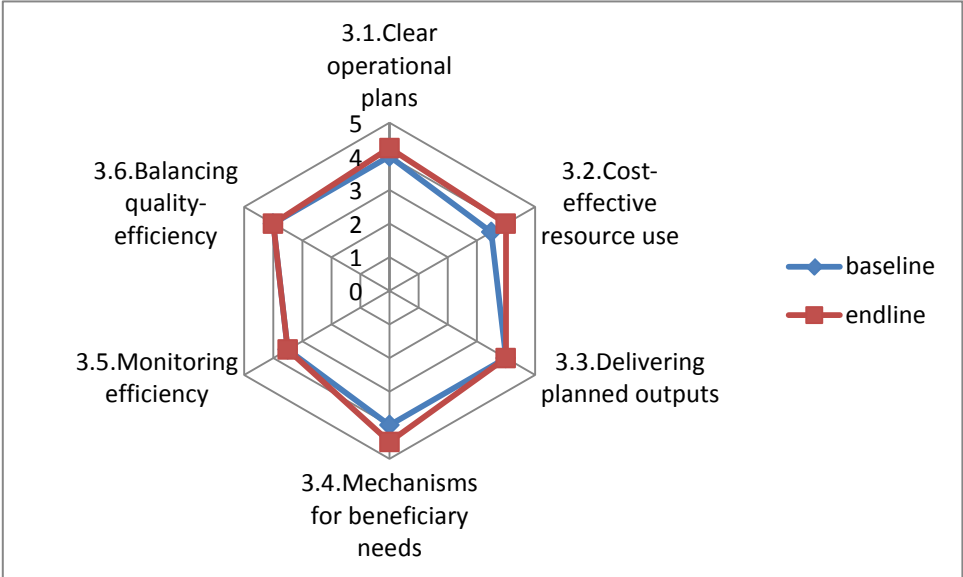
for scaling up. The organization has also refined and continuously adapted data collection tools, and conducted participatory review and reflection. There is internal reflection to improve M&E activities. Quality and practicability of indicators has improved, and an the information gathering template is developed and practiced. There is more of a focus on collecting data at outcome level, and information generated informed strategic decision-making. However, training on Programme Impact Measurement provided by ICCO is not always implemented by staff due to lack of budget. Furthermore outcome level information is mainly collected by external evaluation consultants. The M&E findings have considered and utilized in project development and lesson learnt shared among project staff and senior management at head office level. Staffs have now better idea about how the information produced from M&E is used as an input in the organization’s future strategic direction. On the other hand, HUNDEE have established grievance committee to resolve conflicts and manuals are prepared due to the introduction of downward accountability.

The organization has established an M&E team for each unit to make the entire staff (programs and finance and administration) to get involved on issues of monitoring and evaluation in a regular basis. Staffs’ understanding about the importance of monitoring and evaluation and their attitude has improved. Frequent orientation on the importance and functionality of monitoring and evaluation has been given to staff at all levels by the senior staff. Besides, M&E unit staffs have enough understanding to practice M&E. Frequency of monitoring increased along with the increased number of staff involved, and training on MEL (Monitoring, Evaluation and Learning) that was provided for staff.

Regarding critical reflection, field staff meetings are held on a quarterly, bi-annual and annual basis, so as to reflect ideas and views. There have been frequent meetings with program personnel to reflect on program/operational issues and staff are now free to reflect on any issue. The top management also inspires critical reflection among staffs at all levels and there is a good culture to adapt new initiatives that are important for the organization. New findings generated during evaluation and implementation are appreciated and the management has committed to strengthen results. Most of the activities in scanning the environment were done made by the General Manager, senior staff and project coordinators, and is mainly based on collaborating with other NGOs.

Score: from 3.9 to 4.2 (slight improvement)

Capability to deliver on development objectives

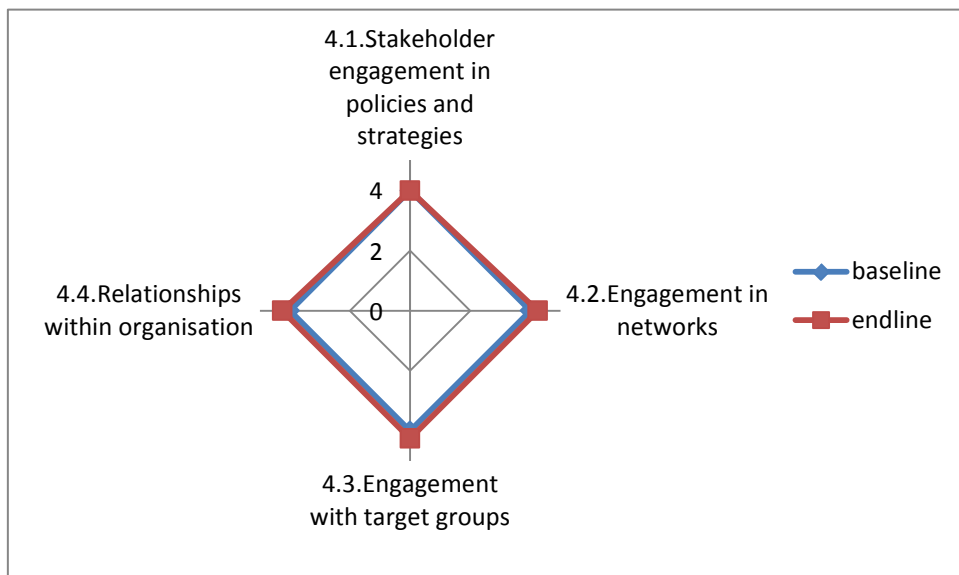


HUNDEE has considered inflation during project proposal development and there is no budget shortage for project implementation. Operational plans prepared at head office level. Confusion in implementation is reduced by creating awareness through lessons from projects assessment reports and recommendations as well as feedback during field visits. Every year operational plans with budgets are prepared and submitted to Civil Society Organisations as well as shared with each area office. Hence, all

projects have an operational plan and budget, and the plans are used in the day to day activities. HUNDEE planning and resource allocation have improved and an appropriate person for budget control and planning has been assigned (like budgeting officer). This showed the organization has given due attention to the cost effective approach without compromising quality services. HUNDEE has sustained its strength in delivering planned outputs as specified in the agreement. However, the monitoring and evaluation unit has been organized in a new way that core program and finance staffs take a leading role to easily monitor projects and programs of the organization. Plans are implemented as expected in some projects whereas in others set targets may not be fully met due to financial constraints, delays in release of finances and procurement as a result of bureaucratic procedures. HUNDEE has put in place systems and tools to measure client satisfactions through regular monitoring meetings with different committees and beneficiaries are fully participating in the whole process of a project. Unlike during the time of the baseline, downward accountability tools are mainstreamed in all program levels due to the fact that organization-wide trainings were given on downward accountability tools including client satisfaction to exercise in various projects funded by ICCO, CCRDA, KNH, CST, and ESP2. In addition to the M&E unit, the newly assigned Program Operation Department took responsibility to oversee organizational project budget utilization and activity implementation. Both the economic use of resources and delivery of standard quality outputs are checked and all staffs are well aware about quality services.

Score: from 3.8 to 4.0 (very slight improvement)

Capability to relate



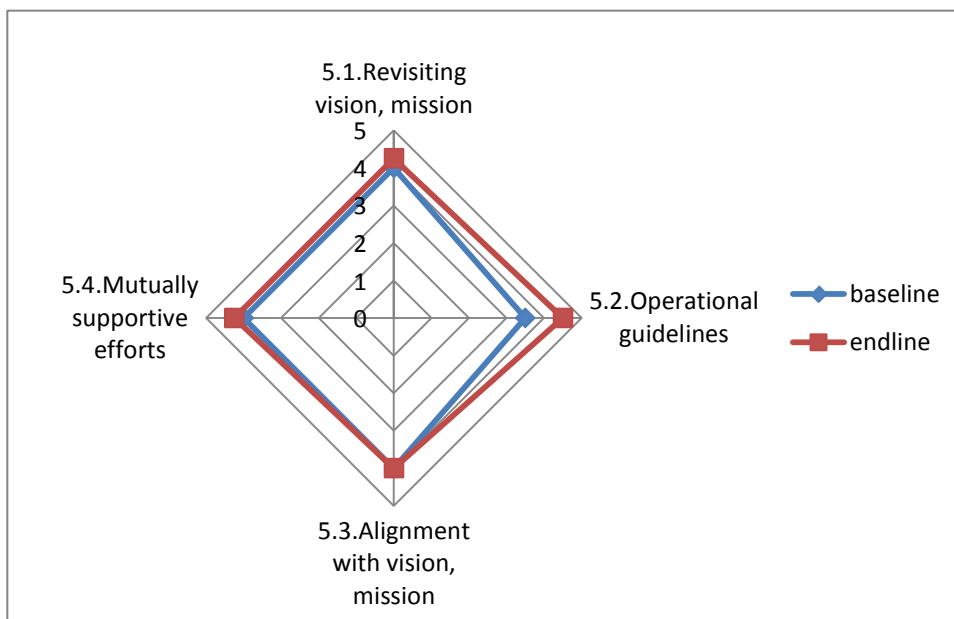
HUNDEE involves its stakeholders at program formulation and implementation levels, and the organization maintains good relationships with its stakeholders even though there is limited engagement in terms of developing policies and strategies for HUNDEE, according to the CFA assessment. HUNDEE staffs hold regular meetings with stakeholders during project launching, planning, review workshops, reporting and feedback sessions, and the SPO is open to collaboration with stakeholders. Stakeholders participate from problem identification to evaluation, and their inputs are taken seriously. HUNDEE has engaged with the existing and new networks like the consortium of self-help groups Ethiopia. HUNDEE's top leaders and management team strongly recognize and value the role that partnership and networking between civil society organizations as well as with other relevant development actors can play in the design, implementation and effective delivery of development services. Hence, the organization has improved its bargaining power as a result of engagement in networks which in turn helps to get and provide information as well as share experiences.

HUNDEE is currently a member of such national consortiums and networks as CCRDA (Consortium of Christian Relief and Development Association), PANE (Poverty Action Network of Ethiopia), and harmful traditional practices (HTP's) national Network, CoSAPE (Consortium of Self-Help Group Approach

promoters in Ethiopia) and the like. At regional level, HUNDEE is among the founding members of NeCSO (Network of Civil Society organizations in Oromia) and is also part of a steering committee of the GO-NGO forum currently headed and hosted by the government of the regional state. There is continued improvement of community satisfaction in HUNDEE development services and increased community responsiveness. In the seminar report on downward accountability and client feedback mechanisms in 2012 showed that farmers have become more critical and take part in decision-making, more than before. HUNDEE has improved communication and information sharing due to better internet access through the support of ICT project for ICT training and provision of ICT materials like smart mobile and Wi-Fi internet provided by ICCO. There is good communication system with top management both upwards and horizontally within the organization.

Score: from 4 to 4.2 (very slight improvement)

Capability to achieve coherence



Vision, mission and strategies are regularly discussed in the organization. HUNDEE has reviewed the vision, mission and programs objective in a more gender sensitive manner, and strategic documents and project proposals are designed in line with this. There has been increased awareness of staff on the vision, mission and strategy of HUNDEE, and staff have been involved in this process, which is also created a sense of ownership. In terms of policy and operational documents for the organisation, HUNDEE has produced a draft code of conduct and a child protection policy. The financial manual has also been revised to capture the costs of programs and activities. The HR and financial policies are updated or revised to capture the current situation. Moreover, the organization has developed Disaster Risk Reduction (DRR) guidelines through the support of ICCO. HUNDEE’s previous two strategic planning documents provided a roadmap for overall organizational operations and aligning of its core programs and policy initiatives to key organizational areas. It has also served as primary source of inspiration out of which its operational plans are derived and developed during the last couple of years. Moreover, HUNDEE has improved its degree of complementarity and synergy between programs. An example of this is with the project involving cereal banks and value chain development, self-help groups and Dabaree projects, Community Managed Disaster Risk (CMDRR) and the livelihood enhancement program and the like.

Score: from 3.9 to 4.2 (Slight improvement)

4.2.2 Key organisational capacity changes - general causal map

Below you can find a description of the key changes in organizational capacity of HUNDEE since the baseline as expressed by HUNDEE staff during the endline workshop, which was held on the 3rd of October at the HUNDEE Head Office in Addis Ababa. First, a description is given of how this topic was introduced during the endline workshop by summarising key information on HUNDEE from the baseline report. This information included 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 HUNDEE has changed since the baseline.

The ten endline workshop participants mentioned that the goal of Hundee in capacity building is to improve their capacity to implement activities in a larger area, a larger client coverage and with more quality [1] and, according to workshop participants over the last two years, since the baseline in 2012, Hundee has been able to improve its capacity specifically in the following areas:

1. Improved capacity to facilitate behavioural change [2];
2. Improved capacity in adaptive management [3];
3. Improved capacity in communication and information sharing [4];
4. Improved capacity to apply an integrated (multidisciplinary) M&E system [5];
5. Improved capacity in resource mobilization [6]; and
6. Improved capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas

Each of these six key organisational capacity changes is explained below.

Improved capacity to facilitate behavioural change in rural communities (2)

At the endline workshop Hundee staff mentioned that before the baseline in 2012 facilitation was used only to change the belief of women and the society at large about women and their role in society. Now facilitation is used to change most of the negative traditional practices seen in the rural areas. For example, the attitude of rural people towards hygiene and using health services. The improved capacity to facilitate behavioural change was due to

- a. Ability to use the appreciative inquiry approach (9). This approach helped to identify what the community has and what it lacks. HUNDEE got this knowledge as a result of the training on Asset Based Community Development (ABCD) delivered by the COADY institute in 2012 [12];
- b. Since facilitating requires initially convincing influential people, about the ability to identify the opinion leaders or other power centres is useful (8). HUNDEE already had this knowledge in relation to using Abageda/elders (Oromo traditional leaders/elders). This related also to understanding the power of mass mobilization (10). This understanding was gained as a result of training on mass mobilization that was organized in Kenya and Sierra Leone in 2013 by GIZ (11). This approach has specifically helped in tackling the problem of Harmful Traditional Practices (HTPSs), to enhance women empowerment etc. The ability to tackle HTPS is also due to the training on Asset Based Community Development (ABCD) in 2012 by the COADY Institute [12].

Improved capacity in adaptive management (3)

This relates to the capacity HUNDEE gained in scanning the external and internal environment and make it fit with the situation. One area in this regard, is understanding the interest of the government and its areas of concern (13). To identify possible alternatives that could be accepted by the government (14) and which are also in agreement with the new CSO regulation (16), HUNDEE carried out an internal reflection on adaptive management (15) and tried to come up with possible intervention strategies. For example, HTPs are both human rights and public health issues. The CSO regulation restricts NGOs not to work on HTPs as a human right issue. Understanding this dilemma, HUNDEE decided to work on it as a public health issues and this helped to reduce the problem. This lesson helped HUNDEE to find alternative ways to do the work.

Improved capacity in communication and information sharing (4)

HUNDEE is now better connected and has access to information technology (19) as a result of the broadband network connection it acquired at the HQs in 2014 with MFS II support [18], and the provision of computers, smart phones, LCD, CDMA in 2013 by ICCO and IICD (MFS II funding) [17]. This

enabled HUNDEE to communicate better internally at the HQs and with field offices. Furthermore, staff gained knowledge and skills in data management and other computer skills to be able to use this hardware for different purposes (20), which was a result of the training on computer skills delivered in 2013 by ICCO and IICD (MFS II funding) [22]. Knowledge and skills in data collection and data sharing using smart phones [21] was gained as a result of the training on utilization of smart phones organized in 2013 by ICCO and II and PCI (Project Concern International)(MFS II funding) [23].

Improved capacity to apply an integrated (multidisciplinary) M&E system (5)

Currently M&E in HUNDEE is carried out in a team with the involvement of programs. This change happened because HUNDEE realized the need to involve all department units in M&E (24) and prepare quality reports which include the perception of different programs and disciplines (25). As a result the role of the M&E unit became coordination of the M&E processes. This changed role was carried out by clarifying M&E responsibilities for the different programs/departments, and assigning the coordination role to the M&E manager (26). In addition, the expansion of HUNDEE in terms of area and sector coverage (27) has also led HUNDEE to think differently and realize that the M&E cannot be handled by one person only (27a) How this capacity was improved will be further detailed in the M&E process tracing causal map.

Improved capacity in Resource mobilization (6)

Currently more funds are available and an increased number of donors is working with HUNDEE compared to the baseline condition. This is due to:

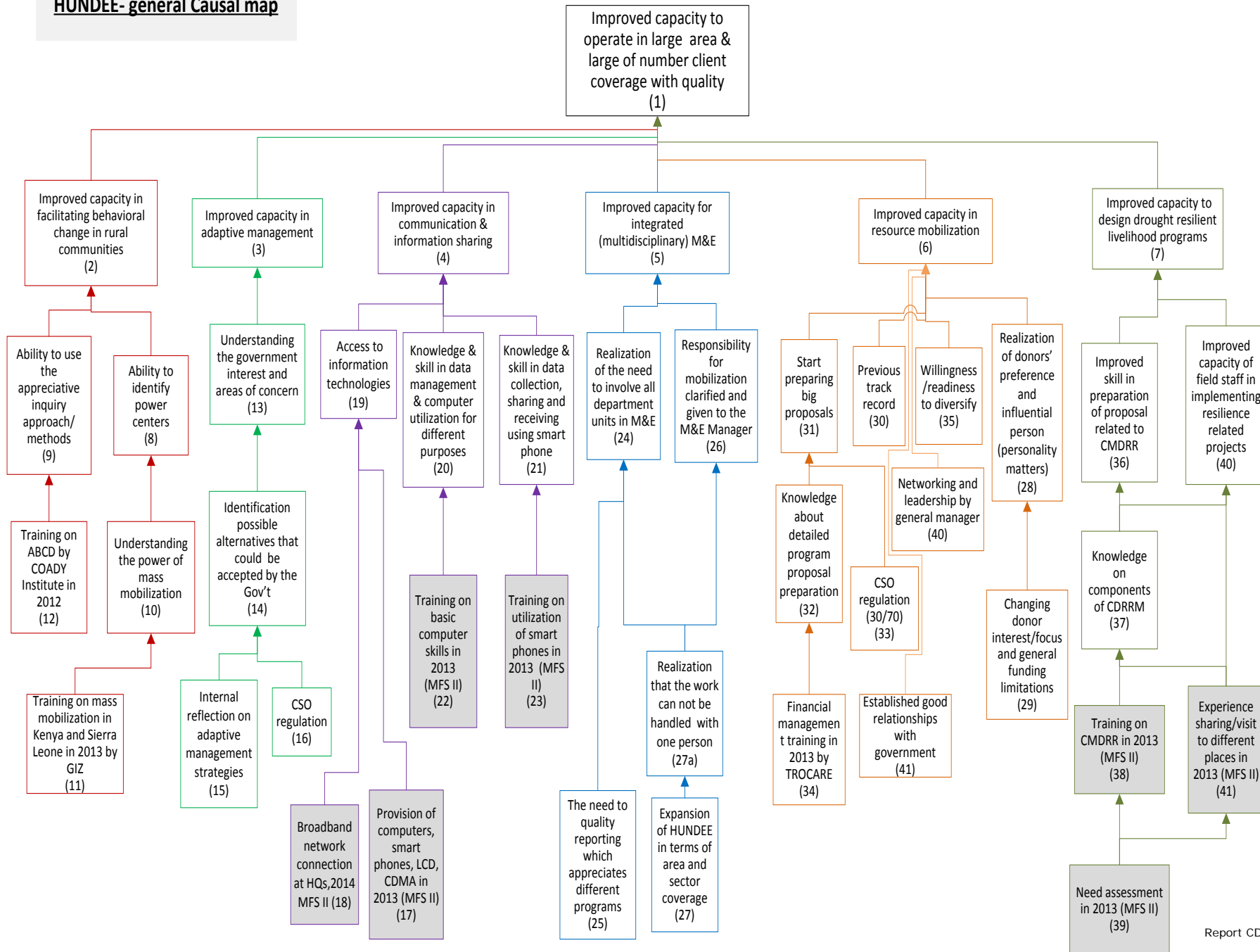
- a. Starting to prepare big proposals (31);
- b. Previous track record (good experience) (30) which shows HUNDEE's ability in implementing and completing projects;
- c. The willingness to diversify (35) or work on new sectors such as health and pastoral areas and,
- d. Realising donors' preferences for influential persons (28), which is due to the changing trend of donors interest (shift to certain interventions) and the general limitation in terms of funding [29]. Through the networking and leadership capability of HUNDEE, particularly the general manager (40), the organization is respected by different donors and has better chances to get funds. In addition it has established good relationships with the government bodies which did not exist before the baseline (41). For example, recently, HUNDEE was recommended by the Oromia bureau of Agriculture to conduct a program on FTC to be financed by donors.

Why HUNDEE started to prepare big proposals was the result of the knowledge it gained in detailed program proposal preparation (32) which helped to clearly and concisely cost activities while preparing proposals. This improved knowledge and skills was a result of the financial management training it received in 2013 by TROCARE (34). In addition, the CSO regulation which limits NGOs to use only 30% of the project budget for administrative purposes and 70 % for program implementation (33) forced HUNDEE to look for big projects and get enough money for running the organization.

Improved capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas (7)

HUNDEE used to work mainly in highland areas on programs focusing on settled farmers. However, since the baseline in 2012 it has improved its capacity to design programs that contribute to drought resilient livelihoods (7). This capacity enables HUNDEE to work on pastoral livelihoods in addition to the work it is doing on highland livelihoods. This capacity has improved as a result of the knowledge the staff developed regarding Community based Disaster Risk Reduction and Management (CDRRM) (37) and the capacity to implement resilience projects (40). The knowledge on CDRRM and implementing it was gained through the training on CDRRM [38] and the experience sharing/visit to Tigray, Dire Dawa and Awassa (41), both organized in 2013. These areas are considered to have best practices related to community resilience building. The training as well as the experience sharing visit were supported by ICCO (MFS II funding). These trainings came about from the needs assessment carried out in 2013 by the IRR consortium (39) to identify capacity gaps in the area of CDRRM with the support of ICCO (MFSII funded).

HUNDEE- general Causal map



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

Note: for each country about 50% of the SPOs has 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 since the baseline. 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 intervention
To act and commit	Enhanced resource mobilization capacity	
	Improved ICT capacity for information sharing and communication	
	Improved competencies for gender mainstreaming	
To adapt and self-renew	Improved M&E competencies including institutionalized downward accountability	

The next sections will describe the results of process tracing for each of the outcome areas. This includes describing the identified key organisational capacity changes, what these changes are expected to lead to and what are the underlying reasons for these organisational capacity changes.

4.3.1 Enhanced resource mobilization capacity

Below you will find a description of the 'Enhanced resource mobilization capacity' and how this has come about. Numbers in the visual correspond with numbers in the narrative.

HUNDEE staff present at the endline workshop believe that they have improved in the area of resource mobilization capacity (1) (*sources: endline workshop; 2012 Annual performance report*). As a result, HUNDEE is more pro-active to tap into available sources of funding and they have managed to secure funds for multiyear (3-5 years) projects (31), e.g. the Malt Barley and HAM Foundation projects (*source: CFA assessment sheet A*). In addition, the improved resource mobilisation capacity has resulted in an increase of the total annual budget of the SPO by about 50% (*source: CFA assessment sheet A*) or, according to the endline workshop participants, from around 10 million Birr before the baseline to around 30 million now (*source: endline workshop*) (31).

Participants of the endline workshop mentioned that the enhanced resource mobilisation capacity (1) can be attributed to the following factors:

- Improved capacity in project proposal development (2)
- Improved financial management capacity (3)
- Improved understanding of the usefulness of networking (4)

- Improved knowledge about current funding trends and donor intelligence (5)
- Improved ability to engage target communities and make them aware of their potentials for their own development (6)

These key factors are further explained below. Numbers in the visual correspond to numbers in the narrative.

Improved capacity in project proposal development (2)

ECFA's project proposal development capacity (2) has improved since the baseline (*sources: endline workshop; CFA assessment sheet A*), i.e. now HUNDEE has the capacity to prepare proposals that have a better chance to be financed by donors. This happened mainly because of the improved capacity and analytical skills to prepare project proposals (9) (*source: endline workshop*) which HUNDEE staff acquired through the long experience they had in implementing different kinds of rural development projects (10) (*source: endline workshop*). Furthermore, HUNDEE's understanding of the power of group work in project proposal development (8) (*source: endline workshop*) which the organization acquired from its experience (10) helped to mobilize multi-disciplinary teams for project proposals (32). Also, the knowledge and skills HUNDEE has in gender analysis and its use in project proposal preparation (7) (*source: endline workshop*) contributed to the improved capacity for project proposal development (1). The gender component is considered as a major issue in rural development projects. These competences (7) have been further developed because of the training on a gender analysis tools organized in Tanzania with financial support from Oxfam Canada in 2014 (11). Two gender specialists from HQs participated in the training (*source: endline workshop*).

Improved financial management capacity (3)

Participants at the endline workshop as well as the CFA consider the financial management capacity to have improved (*sources: endline workshop; CFA assessment sheet B*), and that this is another reason for improved resource mobilisation capacity of the organisation (1). The improved financial management capacity (3) has enabled the finance unit to prepare a consolidated budget for the organization. Earlier they were only preparing project budgets and not for the whole organization (*source: endline workshop*). According to the endline workshop participants contributing factors to this improvement (3) are: Improved capacity, of small as well as large area offices, to manage a larger number of projects (12) (*source: endline workshop*) which mainly happened as a result of the experience they gained by working on different development projects (10) (*source: endline workshop*).

Improved ability to fulfil the financial donor requirements (13): HUNDEE is now capable to provide acceptable and timely progress and audit reports to both donors (13) (*source: endline workshop; CFA assessment sheet B*) and the government (16) (*source: endline workshop*). The donor report preparation capacity (13) improved as a result of a financial management training organized by ICCO in Hawassa (MFS II funded) in 2013 (14) (*sources: endline workshop; CFA assessment sheet B; 2013, 19 Annual performance report*) and the pre-award assessment by donors (final stage of the funding process where financial capacity of the organisation is assessed) and the technical financial support provided by ICCO regional office (15; MFS II funding) (*sources: endline workshop*).

The ability to fulfil government financial reporting requirements (16) improved as a result of an orientation and training provided for finance staff on accounting procedures and adaption to the Ethiopian Civil Societies Agency (CSA) regulations (by PACT, 2010) and ICCO (17) (*source: endline workshop*) which happened as a result of the technical support provided for the adaptation of the financial system to CSA regulations, by PACT in 2010 and ICCO (18). The technical support from PACT focused on major points related to management of finance that could have impact on NGO and its adaptation to CSA regulations. It also includes coaching on financial management and system development. On the other hand, the ICCO support was both financial and technical support in coaching through hiring a consultant at consortium level on organizational development tools (including in strategic plan revision, financial management and accounting manuals and M&E manual particularly PIM (performance impact monitoring). This was done after 2012 (*source: endline workshop*).

Improved competences in preparing realistic project budget and financial reports (21) (*source: endline workshop; CFA assessment sheet B*): the knowledge on preparing realistic budgets is related to

understanding how to determine the costs associated with the activities and expenses of a project. This has also made financial reporting during implementation easier and more reliable. Endline workshop participants believe that improved knowledge about how to identify gaps related to payment, collection and accounting structures (19) (*source: endline workshop*) contributed to this competence (21). This knowledge was gained as a result of the training provided to the financial personnel on financial management for NGOs (MANGO) by CST, CSSP, ICCO (MFS II funded) and Misereor (20) (*source: endline workshop*) and the financial management training organized by ICCO in 2013, Hawassa (MFS-II) (14) (*source: endline workshop; CFA assessment sheet B*). This training helped the financial personnel to improve their knowledge about internal control, risk assessment, planning, reporting and other financial operations. Also, coaching and mentorship by ICCO regional office experts during visits has deepened this knowledge (30) (*source: endline workshop*).

Improved understanding of the usefulness of networking (4)

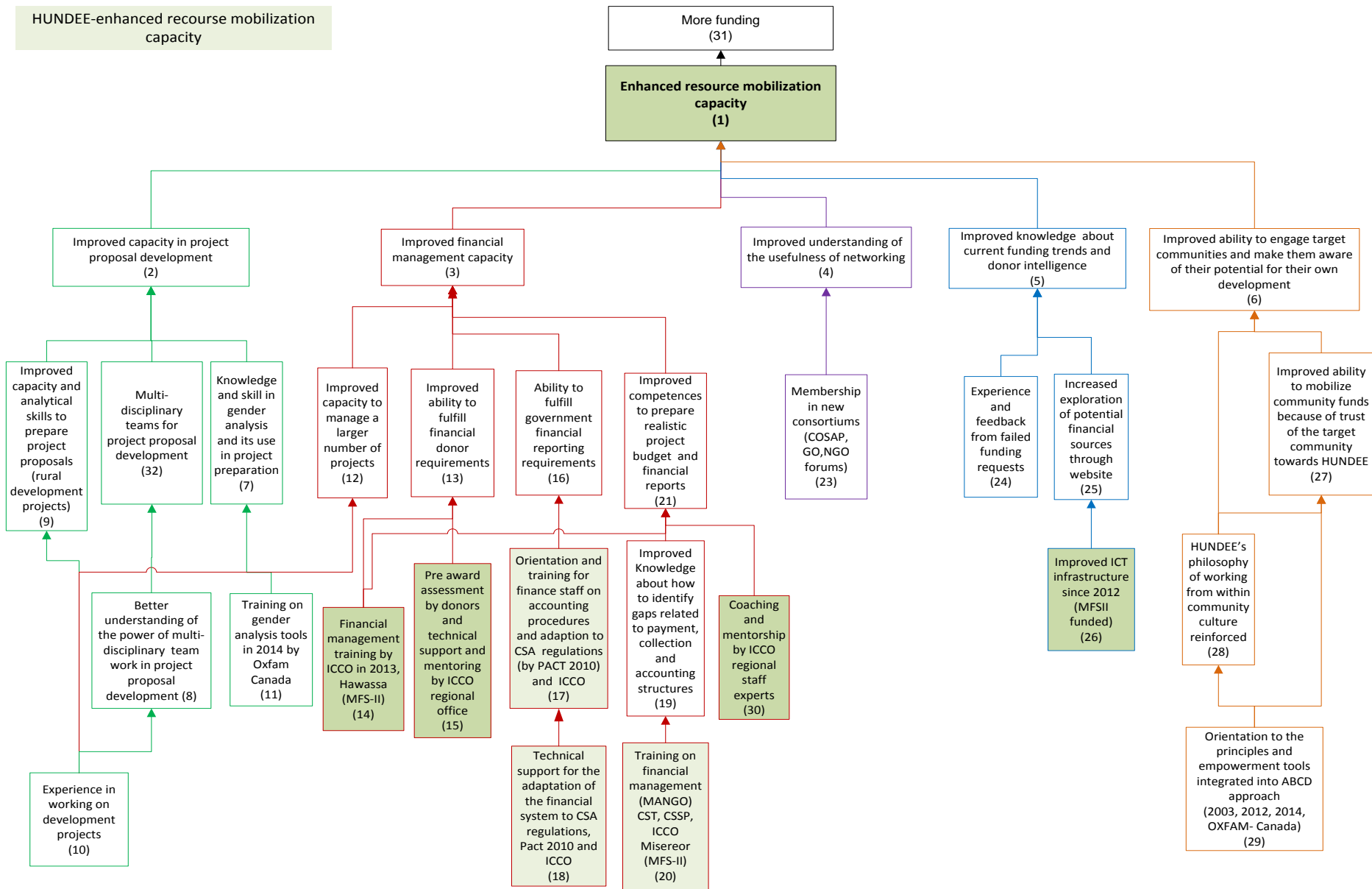
HUNDEE actively participates in different networks and is also a member of different consortiums such as COSAP, GO, and NGO forums (23) (*source: endline workshop*). In these networks information about funding opportunities is shared. Network members also recommend other (peer) organizations when asked by other funding organizations. Understanding the benefits of networks from the outset HUNDEE has enshrined this in its SPM (strategic plan and management) (*source: endline workshop*). However, the understanding (4) has further improved after the baseline when HUNDEE got a better understanding about the interest and potentials of the different networks.

Improved knowledge about current funding trends and donor intelligence (5)

This knowledge relates to understanding global trends in activities that have a better chance to be funded and the current strategic directions of the major development partners. HUNDEE came to know about this after reflecting on several proposal submission attempts made, and the negative responses it received (24) (*source: endline workshop*). This forced HUNDEE to understand more about the issue through continuous exploration of potential financial sources, for example through websites (25) (*source: endline workshop*), using the improved ICT infrastructure provided by MFS II in 2012 (26) (*source: endline workshop*).

Improved ability to engage target communities and make them aware of their potentials for their own development (6)

HUNDEE has a long standing philosophy about working with the community (28) (*sources: endline workshop; CFA assessment sheet B*). This philosophy involves respecting the communities' cultures and norms including getting their consent on the interventions that will be implemented. Since HUNDEE applies this in all its activities with the community, they trust HUNDEE. As this trust is built over time, the ability to mobilize community resources has shown improvement since 2012 (27) (*sources: endline workshop; CFA assessment sheet B; 2012 Annual performance report; 13_019519 Proposal Malt barley value chain project - Final*). The community trusts and their involvement in project design and implementation also attracts funders. In addition, the orientation that some HUNDEE staff received about the principles and useful empowerment tools integrated into Asset Based Community based Development (ABCD) approach by Oxfam Canada in 2003 (29) Training was provided by Oxfam Canada both in 2003 for different staff drawn from project staff and head office and specifically in 2012 for head offices staff held at Derbrezeit in March 2014 (*sources: endline workshop; 2012 Annual performance report*) helped to reinforce its existing philosophy (28) and the community trust and community resource mobilization capacity (*source: endline workshop*).



4.3.2 Improved ICT capacity for information sharing and communication

Below you will find a description of the '**Improved ICT capacity for information sharing and communication**' and how this has come about. Numbers in the visual correspond with numbers in the narrative.

HUNDEE staff present at the endline workshop believe HUNDEE has improved in the area of ICT capacity for information sharing and communication (1) (*sources: endline workshop; CFA assessment sheet B*). This reflected in for example, obtaining more reliable and valid data (24) (*source: endline workshop*). Furthermore, the community (target groups) started to use smart phones for sharing information and marketing (25), also as a result of staff, making more use of ICT technologies (26). This includes sharing price information through text messages. The target groups started to use computers for data storage and word processing (especially farmers cooperatives) and to learn improved agricultural technologies through the use of ICT; such as, TV and video deck (25) (*source: endline workshop*). The C4C Consortium (MFS II) has invested in improving the ICT infrastructure for HUNDEE and its target groups, and in the knowledge and skills to use ICT, aiming to establish access to up-to-date and reliable information sources for its target groups, which are smallholder farmers and their organizations. According to the CFA evidence for success is that HUNDEE now has ICT infrastructures (ICT centres, tools & gadgets, MIS); that staff are able to use this ICT infrastructure; improved access to telephone & internet connection and networks for HUNDEE staff; that ICT centres are established for its target groups-farmer unions; the hiring of an ICT officer to support its target groups and an updated website (*sources: CFA assessment sheets A and B; annual performance reports 2012 and 2013*).

According to HUNDEE endline workshop participants this change in improved capacity in ICT for communication and information sharing (1) happened as a result of:

- Improved competencies on ICT for data collection using smart phone and computer based data analysis (2)
- Enhanced interest and competencies on the use of ICT (TV, video deck) for technology dissemination (3)
- Improved competencies in the use of about social media, internet & office applications (5)
- Improved skills in computer hardware maintenance (6)

These key factors are further explained below.

Improved competencies on ICT for data collection using smart phones and computer based data analysis (2)

One of the causal factors of the improved ICT capacity (1) is improved competencies on ICT for data collection using smart phones (2) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*). These competencies help HUNDEE staff to collect data on the MFS II related project using smart phones. The data are collected and sent to Kenya for analysis. The main reasons for the improved ICT competencies (2) are described below.

- The initial idea was developed as a result of information sharing during the ICT project development by value chain consortium members, in Addis Ababa, 2012 (15) (*source: endline workshop*).
- Furthermore there was a felt necessity to improve efficiency in data collection, storage and analysis (7) (*source: endline workshop*). The frequently used paper based data collection method was taking a long time for data collection and entry. Therefore, to reduce the time taken and improve efficiency HUNDEE as well as the CFA showed interest to use smart phones for data collection. This was suggested by ICCO during the project proposal on ICT at the 6NGOs consortium meeting in Addis in 2012 (23) (*source: endline workshop*).
- In line with this, smart phones were provided by ICCO in 2013, MFSII funded (ICCO alliance) (9) (*source: endline workshop; feedback ICCO*) and by PCI/USAID in 2013 for the purpose of the women empowerment projects and to be used by the women's self-help groups (10) (*source: endline workshop*). This was complemented by a training on ICT based data collection using smart phones in May 2013 by AKVO (ICCO, MFS II funded) (8) (*source: endline workshop; CFA Assessment sheet B*).

Improved knowledge and skills in data analysis for data collected by HUNDEE (4) (*sources: endline workshop; CFA Assessment sheet B*). This is not for sophisticated analysis but for preliminary data analysis to carry out descriptive analysis. The training on different data analysis software that was given by DOT Ethiopia, and was financed by ICCO (ICCO Alliance) (MFS II) (16) (*source: endline workshop; CFA Assessment sheet B*), helped in creating this capacity.

Enhanced interest and competencies for the use of ICT (TV, video deck) for technology dissemination (3)

These **enhanced interest and competencies**₍₃₎ (*source: endline workshop*) relate to the use of ICT for disseminating improved agriculture technology in a relatively efficient way. The interventions and factors that contributed to these **enhanced interest and competencies** are described below.

- The decision and desire to use multimedia and group methods (12) (*source: endline workshop*): in the projects that are aimed at training on and disseminating agricultural technologies to farmers, HUNDEE wanted to use ICT to reach a wider audience. This was initially recommended by IICD during proposal development of the ICT project at the six NGOs consortium meeting (MFS II) (23).
- In line with this, to help in preparation of the training materials and documenting the information for technology use, agriculture research centers were involved (11), MFS II funded (*source: endline workshop*).
- Since most of the information sharing was done through TV and video, the provision of TV and video decks by C4C/IICD/ICCO in 2013 (MFS II funded) facilitated the implementation (13) (*source: endline workshop*).

In further deepening the knowledge, the exchange visit financed by C4C/IICD to Kenya on Fair Economic Development (FED) and ICT, October 2013 (MFS II) (22) (*sources: endline workshop; Report - ETHIOPIA EXCHANGE VISIT to Kenya Oct 2013 - final v 2; CFA assessment sheet B;*) was instrumental because it helped in learning and sharing experiences on ICT (14) (*source: endline workshop; Report - ETHIOPIA EXCHANGE VISIT to Kenya Oct 2013 - final v 2*).

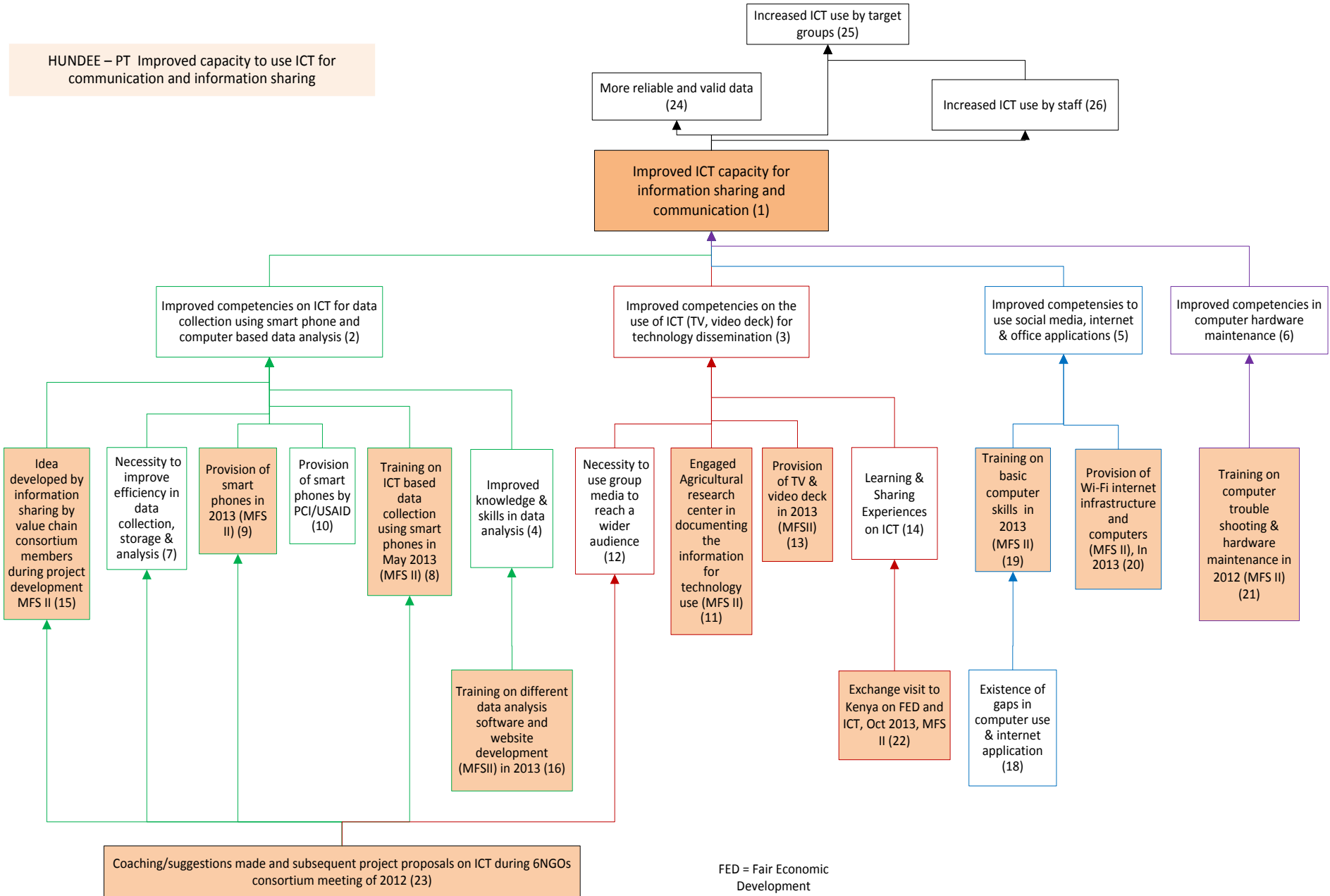
Improved competencies in the use of social media, internet & office application (5)

Improved competencies in the use of social media, internet & office application (5) (*source: endline workshop; 2012 Annual performance report*) was another reason for improved competencies to use ICT (1). Since there was gap in computer use and internet application in HUNDEE (18) (*source: endline workshop*), C4C/IICD organized a training on basic computer application that was delivered by DOT Ethiopia in 2013 (19) (*source: endline workshop; CFA Assessment sheet B*). The knowledge gained through this training was put into use with the provision of wi-fi internet infrastructure and computers by C4C/IICD/ICCO in 2013 (20) (*source: endline workshop*).

Improved competencies in basic computer hardware maintenance (6)

The fourth reason for improved ICT capacity was improved competencies in basic computer hardware maintenance (6) (*source: endline workshop*). This is a primary skill for only a small number of staff. However, staff wanted to mention it as an important skill. The skill was developed through the training on trouble shooting and minor computer hardware maintenance in 2012 by DOT Ethiopia financed by C4C/IICD/ICCO (21) (*source: endline workshop*).

On the whole the support by C4C/IICD/ICCO (MFS II funding) has greatly influenced the improved ICT capacity of HUNDEE.



4.3.3 Improved competencies for gender mainstreaming

Below you will find a description of the 'Improved competencies for gender mainstreaming in its programs' and how this has come about. Numbers in the visual correspond with numbers in the narrative.

HUNDEE staffs present at the endline workshop consider that they have improved in the area of gender mainstreaming (1) (*sources: endline workshop; CFA assessment sheets B*). This is evidenced by women's economic and social empowerment becoming almost a common denominator of programs HUNDEE is implementing, and enhanced female participation and roles in decision-making and management activities of HUNDEE programmes at both household and community levels, and also at the level of the 6NGO consortium framework (10) (*sources: endline workshop; 2013 Annual performance report; Beyene-HUNDEE final report submitted*).

The long term expectation for MFS II support in gender mainstreaming is to mainstream gender in all its programs as a cross cutting issue (*source: CFA assessment sheet B*).

According to HUNDEE staff present at the endline workshop contributing factors to the improved competencies for gender mainstreaming (1) consist of the following:

1. Alignment of HUNDEE's organizational systems, policies, procedures and programs to adequately reflect HUNDEE's commitment to gender equality (15)
2. Improved knowledge about women and value chain development (9)
3. Improved competencies to address gender issues, empower women and improve women's economic development (6)
4. Improved knowledge and understanding about gender based reporting (22)

These four key factors are further explained below.

Alignment of HUNDEE's organizational systems, policies, procedures and programs, to adequately reflect HUNDEE's commitment to gender equality and increasing female staff participation in decision –making (15) (*sources: endline workshop; HUNDEE - 2012 Plan Background*) is one of the reasons for HUNDEE's improved competencies for gender mainstreaming (1). One of the visible results at organisational level is an increasing female staff participation in decision–making (*sources: endline workshop; CFA assessment sheets B*).

According to the Strategic plan 2010-2014, working on gender equality and women empowerment initiatives is not a matter of choice for HUNDEE, but rather a guiding principle, which means that making HUNDEE sensitive and responsive to gender equality issues requires continuous reviewing and alignment of its systems, policies, procedures and programs/projects. This commitment was the result of an organisation wide gender audit exercise, which is done every year since 2008 (16), with the support of Oxfam Canada (*sources: endline workshop; Strategic plan (Final) 2010-2014*), which as a result identified critical areas that needed improvement and critical engagement to achieve organizational transformation towards being and becoming gender sensitive and responsive (17) (*sources: endline workshop; Strategic plan (Final) 2010-2014*). The improved knowledge on gender sensitiveness and response (17) has also improved because of reviewing all HUNDEE's projects with a gender lens (18) (*source: endline workshop; CFA assessment sheet B*). Both were encouraged by ICCO (MFS II funded) and other donors promoting gender mainstreaming to enhance equitable participation of both men and women in its programs (3) (*source: endline workshop; CFA assessment sheet B; 13_033484 Project Plan Basic Hundee malt barley input AvR 05 13_034024; Beyene-HUNDEE final report submitted; Hundee project proposal v2 12-7-2012*). Within the MFS II Consortium Framework reviewing projects with a gender lens (18) has been promoted through the training in "Gender and Value Chain Development" in 2012 (23), MFS II funded (*sources: endline workshop; 2012 annual report*) and through gender coaching by "Fair and Sustainable" consultancy services, Ethiopia Office (MFS II funded) (2) (*source: endline workshop; CFA assessment sheet B*). More recently, in 2014 a training in gender analysis tools by Oxfam Canada (30) (*source: endline workshop*), where staff got introduced to gender analysis tools and a

gender analysis manual (29), helped to improve the knowledge on areas that needed improvement in terms of being gender sensitive and responsive (source: *endline workshop*).

HUNDEE also showed its commitment to being gender sensitive and responsive (26) by improved operationalization of the gender task force (25), which was established in 2009 (27) before the MFSII baseline survey. This renewed commitment (26) and operationalization of the task force (25) was triggered because of the gap observed as a result of the gender audit carried out in 2012 supported by Oxfam Canada (16b). In line with this, a ToR on the responsibilities and structure and accountability of the gender task force was prepared (source: *endline workshop*).

Improved knowledge about women and value chain development (9)

HUNDEE is part of a consortium of 6 NGOs ("C6NGO") in an ICCO and IICD led MFS II funded Farmers Marketing Organisations programme. Since the start of the consortium a shift was made in the approach from food security to market and value chain development (VCD). From the start ICCO has made gender mainstreaming in value chains and important issue within the C6NGOs Consortium framework. Within the MFS II Consortium framework gender mainstreaming in value chains has been promoted by coaching through "Fair and Sustainable" consultancy services, Ethiopia Office (MFS II funded) (2) (sources: *endline workshop*; *CFA assessment sheets B*). As a result, the number of women has increased as participants as well as at decision making levels in the C6NGOs Consortium framework (sources: *endline workshop*; *CFA assessment sheets B*). Furthermore, HUNDEE's knowledge about women in value chain development (9) was deepened by the training on "Gender and Value Chain Development" (23) in 2012 (ICCO, MFS II funded). Another contributing factor was an exchange visit to Kenya in October 2013 (19, MFS II funded) (source: *endline workshop*; *Report - ETHIOPIA EXCHANGE VISIT to Kenya Oct 2013*), in which the visitors were exposed to how women were able to participate actively on VCD issues (9).

Improved competencies to address gender issues, empower women, and to promote women's economic development (6)

A third reason for the improved competencies to mainstream gender (1) are the improved competencies to address gender issues, empower women, and to promote women's economic development (6) (source: *endline workshop*; *2012 Annual performance report*; *Beyene-HUNDEE final report*).

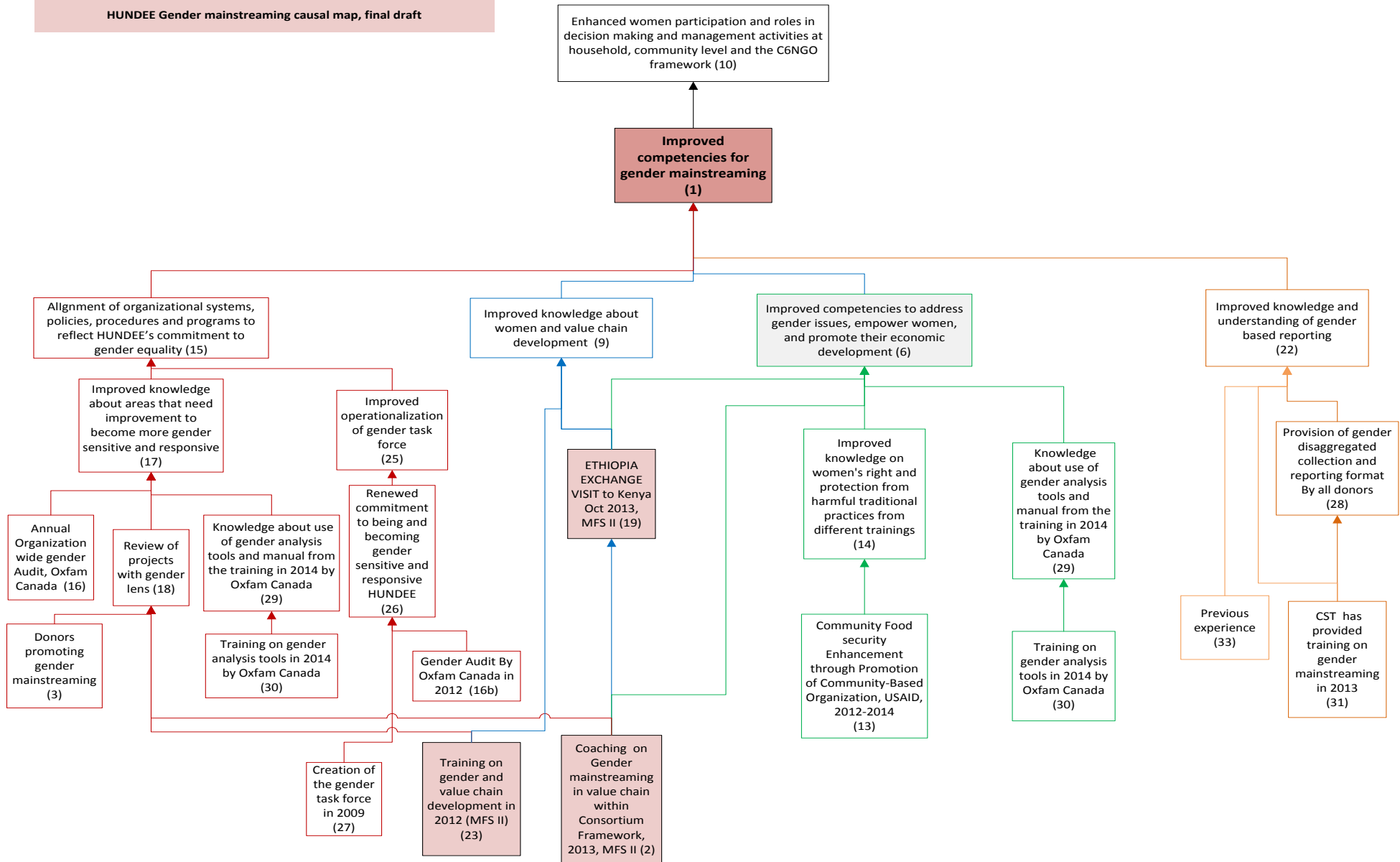
Reasons for improving these competencies (6) include:

- The exposure during the MFS II funded exchange visit to Kenya (19) in October 2013, on e.g. how to improve women's membership and leadership, address gender issues, empower women and promote women's economic development in VCD (source: *endline workshop*; *Report - ETHIOPIA EXCHANGE VISIT to Kenya Oct 2013*);
- The coaching in gender mainstreaming in value chain development within the MFS II funded C6NGO Consortium Framework (2);
- The self-help groups approach used by the Community Food Security Enhancement through the Promotion of Community-Based Organization project, funded by USAID (13), 2012-2014 (sources: *endline workshop*; *Community Food Security Enhancement (Narrative report)*) was a women-empowerment approach, and staff improved their knowledge on women's rights and protection from harmful traditional practices by different trainings of this project (14) (sources: *endline workshop*; *Community Food Security Enhancement (Narrative report)*);
- Competences to analyse and address gender issues (6) was also enhanced by the improved knowledge about how to use gender analysis tools and a gender manual (29) from the gender analysis training in 2014 by Oxfam Canada (30) (source: *endline workshop*).

Knowledge and understanding in gender based reporting (22)

HUNDEE has built the knowledge and understanding to prepare gender-based reports (22) (source: *endline workshop*). In addition to the past experience (33), HUNDEE made the step to comply to donor interests which was also supported by training. For example, CST (CAFOD, SCIAF, Trocaire) provided training on gender mainstreaming in 2013 (31). CST and also other donors, including MFSII, provided reporting formats that helped gender disaggregated data collection and reporting (28).

HUNDEE Gender mainstreaming causal map, final draft



4.3.4 Improved M&E practices including institutionalized downward accountability

Below you will find a description of the 'Improved M&E practices including institutionalized downward accountability'. Numbers in the visual correspond with numbers in the narrative.

HUNDEE has improved its M&E practices with a special emphasis on downward accountability (1) as evidenced by successfully implementing tools such as consumer panel and consumer satisfaction survey in its program (1) (*sources: endline workshop; CFA assessment sheet B, Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*). Measuring satisfaction/dissatisfaction of services became part of the monitoring program. It is not just used at project level, but it has also become institutionalized at organizational level (1) (*sources: endline workshop; CFA assessment sheet B, Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*). The improved M&E practices, including downward accountability, have led to a shift in mind-set in both providers as well as clients: farmers have become more critical and take part in decision-making, more than before (6). Furthermore, field workers and staff have become more responsive to the needs of their clients (26) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*).

HUNDEE deploys impact assessment tools for proving and improving (33). Furthermore, data collection and analysis play an integral role in decision-making and planning (35) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*), and significant changes have been observed in the quality of the reports (12) (*sources: endline workshop; CFA assessment sheet A*) according to the CFA the quality of reports had immensely improved by the end of 2013. The reports are well aligned now with contracts reporting conditions which was not the case at the start of 2012.

M&E practices including institutionalised downward accountability (1) have improved as a result of:

- Improved competences to apply downward accountability methods and tools (30)
- Improved competences to apply RBM and M&E tools (31)

These factors are further described below.

Improved competences to apply downward accountability methods and tools (30)

The improved competences to apply downward accountability methods and tools (30) (*sources: endline workshop; CFA assessment sheet B*) is the result of piloting downward accountability tools (5), adapting and enforcing downward accountability (27) and improved knowledge on social accountability tools, theory and practice (24).

Piloting downward accountability tools (5) (*sources: endline workshop; CFA assessment sheet B; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*) was due to what was learned with other HUNDEE staff on the topic (10) (*sources: endline workshop; CFA assessment sheet B; final dissemination workshop (3) report*). It's been the result of processes that were initiated already in 2009, when ICCO organised a workshop (MFS I funding) to introduce client satisfaction instruments (CSI) (11) (*sources: endline workshop; CFA assessment sheet B*). After participating in this workshop, the C6NGO consortium (MFS II funded), including HUNDEE, decided to join the pilot. It was thought that CSI would enable the service taker (client) to get better quality service; also it was expected to improve the credibility among clients (trust worthiness, good relationship, and transparency). These capacity development interventions which started in 2009 with MFS I funds, consisted of an introductory training on Downward Accountability (2009), field work with coaching from ICCO (2010) and a sense-making workshop (2010) (11) (*sources: endline workshop; CFA assessment sheet B*). The process was continued with MFS II funds, and this consisted of a participatory film making training and a second round of field work with training session and coaching by ICCO in 2011 (pre-MFS II evaluation baseline) and another participatory film making session in 2012 (4) (*sources: endline workshop; CFA assessment sheet B*) and a final dissemination conference in December 2012 (3) (after MFSII 5c baseline) (*sources: endline workshop; CFA assessment sheet B; Report seminar downward*

accountability & client feedback mechanism 2012 Ethiopia 11.12.12). In these workshops staff learned about a range of topics, such as Client Satisfaction Instruments (CSI) (8) (*sources: endline workshop; CFA assessment sheet B; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*), which was also due to the workshop on downward accountability in 2009 (MFS I) and 2012 (MFS II). Furthermore, knowledge and skills for participatory film making was improved (7) due to the training sessions on participatory film making (4) in 2011 and 2012 (*sources: endline workshop; CFA assessment sheet B*). Knowledge was also improved on Public expenditure Tracking Systems (PETS) (14) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*), which was the result of the downward accountability workshop in 2012 (MFS II) (3) (*sources: endline workshop; CFA assessment sheet B*). Also staff had increased their knowledge on Promoting Financial Transparency and Accountability (FTA) under the Protection of Basic Services (PBS) Project (15) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*) as a result of the downward accountability workshop in 2012 (MFS II) (3) (*sources: endline workshop; CFA assessment sheet B; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*). This capacity development was done in the context of the C6NGO framework. Therefore only a limited number of staff participated but HUNDEE staff indicated they passed on their knowledge to other HUNDEE staff (10) (*sources: endline workshop; CFA assessment sheet B; final dissemination workshop (3) report*).

Apart from piloting downward accountability tools (5), staff's competencies to apply downward accountability methods and tools (30) have also been influenced by adapting and enforcing downward accountability, which was reflected in the HUNDEE 2010-2014 Strategic Plan and the 2013-2015 Operational Plan (27) (*sources: endline workshop; HUNDEE three year operational plan (2013- 2015); Strategic plan (Final) 2010-2014*). To help HUNDEE adapt and institutionalize downward accountability an orientation and TOT training on Humanitarian Accountability Partnership (HAP) was organized by Cafod/Sciaf/Trocaire (CST) in 2012, ICCO in 2013 and Danish Church Aid (DCA) in 2014 (33) (*source: endline workshop*). Furthermore, the seed money provided by CCRDA in 2014 (34) (*source: endline workshop*) facilitated the implementation of HAP which is a process of self-assessment to see how much HUNDEE has institutionalized social accountability.

Another influencing factor has been the improved knowledge on social accountability tools, theory and practice (24) (*sources: endline workshop; 2013 annual performance report*) which was the result of being part of the "Social accountability program", a government program sponsored by the World Bank (22) (*sources: endline workshop; 2013 annual performance report*) that was launched in 2013 with HUNDEE as one of the implementing partners. The downward accountability seems for a large extent to be initiated and driven by the C6NGO framework and ICCO and is now really institutionalized in HUNDEE. It was also supported by CST which funded a project on mainstreaming downward accountability from 2010-13.

Improved knowledge and skills to apply RBM and M&E tools (31)

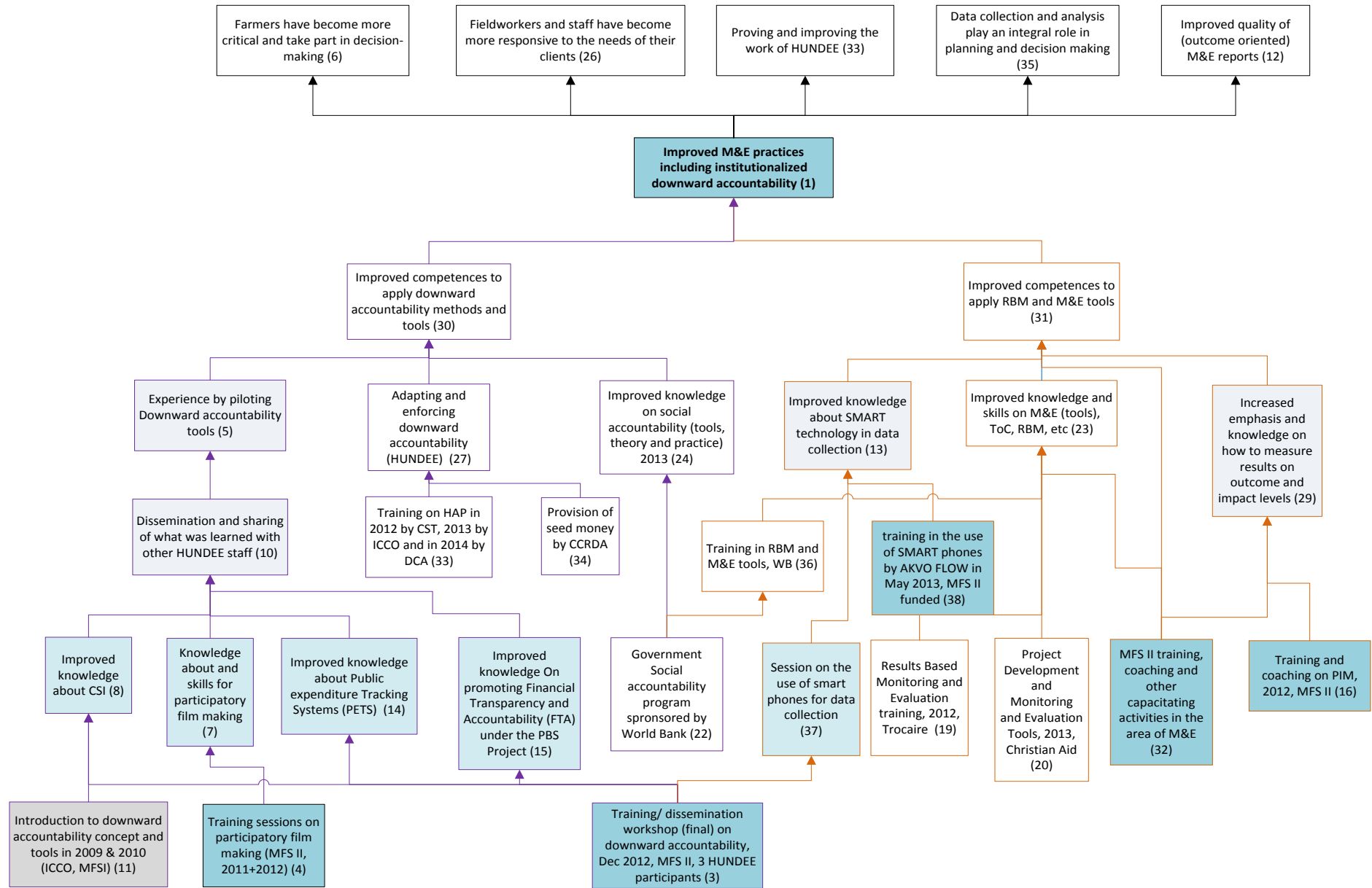
The other reason for improved M&E practices, including downward accountability, was improved competences to apply Rights Based Management (RBM) and M&E tools (31). This has been the result of various changes and capacity development interventions which are mentioned below.

- Knowledge on SMART technology in data collection has been improved (13) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*), i.e. the use of smart phones for data collection for M&E purposes. This knowledge was gained during a session on the use of smart phones for data collection (37) during the final MFS II funded training/dissemination workshop on downward accountability, Dec 2012, MFS II (3) (*sources: endline workshop; Report seminar downward accountability & client feedback mechanism 2012 Ethiopia 11.12.12*), and from a one day training in the use of SMART phones by AKVO in May 2013, MFS II funded (38) (*source: feedback HUNDEE*)
- Staff's knowledge and skills have also been improved in (P)M&E tools like the Theory of Change (ToC), RBM and other M&E tools (23), (*sources: 2013 annual performance report*).

This was the result of four capacity development interventions: the government funded social accountability program (sponsored by the World Bank) (22) (*sources: endline workshop; 2013 annual performance report*), where HUNDEE was one of the implementing partners. For this programme, in 2013 selected staff were trained in (among others) Results Based Management (RBM), and Monitoring and Evaluation (Tools) (36), (*sources: endline workshop; 2013 annual performance report*). These knowledge and skills were also built by the participation of 2 staff in a Result Based Monitoring and Evaluation training provided by Trocaire) in 2012 (19) (*sources: endline workshop; 2012 annual performance report*), and the participation of 2 staff in a Project Development and Monitoring and Evaluation Tools training provided by Christian Aid in 2013, in Yabelo (20) (*sources: endline workshop*). Furthermore, continuous MFS II training, coaching and other capacitating activities within the C6NGO framework in the area of M&E (32) (*sources: endline workshop; CFA assessment sheets A and B*) have contributed to improved knowledge, skills and competences in the area of M&E. ICCO (MFS I and II) has over time supported HUNDEE to effectively implement its M&E activities through providing technical support and by introducing various approaches. Information on activities, results and finances are put together and analysed by ICCO while monitoring and evaluating its programmes at various levels. ICCO, through MFS II funding, has also supported strengthening of the capacity of the SPO through monitoring visits and exposure visits. Such as the linking and learning across the East African Region. Due to regular trainings, coaching and other capacitating activities within the C6NGO framework, HUNDEE staff were able to improve their planning, monitoring and follow up, and reporting of project activities. Information at outcome and impact level are now given attention, well analysed and documented (*sources: endline workshop; CFA assessment sheets A and B*).

A third reason for improved competences to apply Rights Based Management (RBM) and M&E tools (31) has been the increased emphasis and knowledge on how to measure results at outcome and impact levels (29) (*sources: endline workshop; Strategic plan (Final) 2010-2014*). This was mainly due to the continuous training and coaching by ICCO (MFS II) in general (32) (*sources: endline workshop*) and more specifically the training and coaching organized on Performance Impact Monitoring (PIM) by ICCO (MFS II) in 2012 (16) (*sources: endline workshop; CFA assessment sheet A*): this has oriented the monitoring and reporting towards following how each activity leads to impact. This is being followed in all HUNDEE implemented projects. All area offices report using the formats developed for the purpose to report on PIM (12). During coaching and field visits, ICCO staff supervise how this is implemented.

HUNDEE Improved M&E capacity causal map - draft



5 Discussion and conclusion

5.1 Methodological issues

In preparation for the assessment, the Ethiopian 5C assessment team visited Hundee staff in the organizations HQs in Addis Ababa and explained the purpose and the process of the 5C end line assessment. During the visit the team agreed on the workshop dates including the type and number of staff who will attend the workshop. In addition, the team also gave the “support to capacity development sheet” to be filled by HUNDEE staff.

The Ethiopian 5C assessment team conducted the assessment in four visits. The first visit was to conduct the self-assessment workshop and ask the staff to fill the self-assessment form in their respective five subgroups (management; program; M&E; HRM and administration and field staff). Out of the ten participants, five have also participated in the 2012 baseline study. This was followed by a second visit to carry out a brainstorming session and develop a general causal map that explains the key organisational capacity changes that have occurred in Hundee since the baseline in 2012. The third visit was made to conduct an interview with one representative from each subgroup to triangulate the information collected through the self-assessment and to better understand the change in Hundee’s capacity since the baseline in 2012. This was done after the 5C assessment team reviewed the completed self-assessment forms. Finally, the fourth visit was made to carry out the process-tracing workshop. In the process tracing workshop four organisational capacity change areas that were identified based on the review of the various documents received from the SPO and CFA including the result of the self-assessment workshop were presented to the workshop participants. First they were asked if they also agree with the team’s assessment in terms of these key organisational capacity changes to focus on during process tracing. These were organisation capacity changes within the capability to act and commit and the capability to adapt and self-renew and could possibly be linked to MFS II capacity development interventions.

The process tracing exercise helped to get the information for description of organisational capacity changes, and the attribution of these changes in Hundee to specific factors and (MFS II and non-MFS II funded) capacity development interventions.

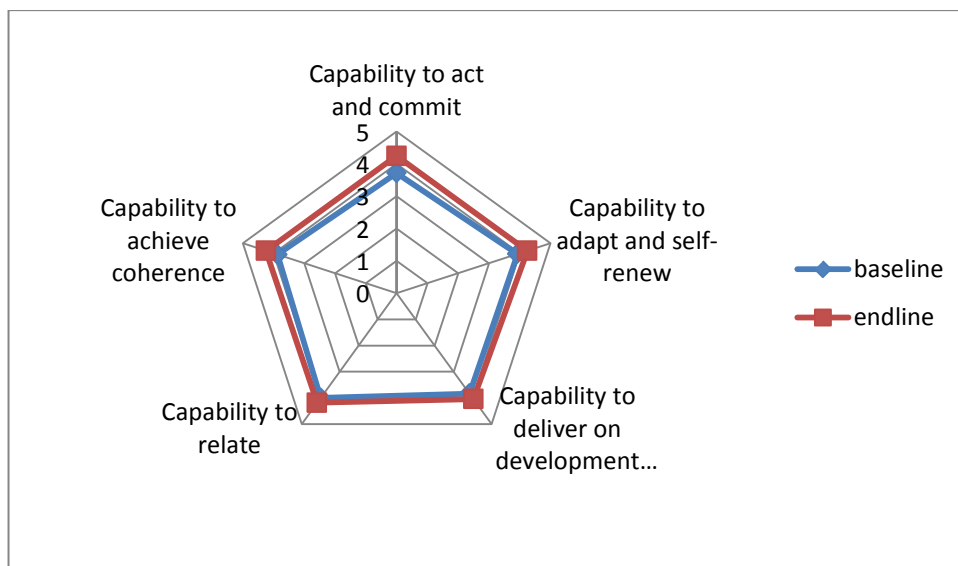
The plan of the evaluation team to also conduct two interviews with Hundee partners didn’t materialize because the interview overlapped with other activities that were to be carried out by the assessment team in the SPO. Hundee is an organization, which does not involve consultants for its activities. It tries to accomplish activities with its own staff. Therefore, no consultant interviews have been carried out. In addition, the plan to have an interview with the general manager of Hundee failed because he was unable to get time since he was on leave during the interview period.

By and large, there has been a lot of information available to be able to do adequate data analysis.

5.2 Changes in organisational capacity development

This section aims to provide an answer to the first and fourth evaluation questions:

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



Below the changes in each of the five core capabilities are further explained, by referring to the specific indicators that changed. In all of these capabilities improvements took place.

Over the last two years many improvements took place in the indicators under the capability to act and commit. The leader at HUNDEE is responsive and the Board has become more engaged in decision making and guiding the management since the baseline. Board and management meetings are held on a more regular basis. In 2014 HUNDEE updated its organogram. The new organisational structure segregates staff duties and provides more clarity on roles and responsibilities. The board, management and different donors felt the need for this more clear organisational structure because of the expansion of the organisation in terms of themes and geography. Strategies are now articulated based on situation analysis and M&E findings. Staff skills in HUNDEE have improved, especially in using ICT for data collection, sharing of information, community managed disaster risk management, reporting, resilient livelihoods etc. because of many trainings offered by different donors including ICCO under MFS II. No staff has left the organisation since the baseline and most staff have enjoyed working at HUNDEE for over ten years because of the enabling work environment. The salary scale has improved shortly before the endline evaluation. HUNDEE also revised its HR policy and provides limited staff loans. The total annual budget of HUNDEE doubled from 25 million in 2012 to 50 million in 2014 because the credibility of the organisation and the resource mobilisation capacity improved. This resource mobilisation capacity was also supported by ICCO through quality assurance of their proposals. With the new organisational structure there are now dedicated staff members for resource mobilisation, there is more clarity on responsibilities in this matter and there is a more proactive approach to exploring new funding opportunities.

In the capability to adapt and self-renew HUNDEE also improved in many indicators. The organisation has slightly improved its M&E application because staff capacity to exercise and internalize the organisational accountability framework has increased. There is now an M&E team for each unit to strengthen the M&E system. ICCO has also been supporting HUNDEE to monitor and evaluate at different levels of impact and has provided training on downward accountability in 2012 and 2013. The organisation is using M&E findings slightly more strategically as these findings have been used in project development. In terms of critical reflection, HUNDEE has institutionalized transparency and collective decision making and has established a grievance committee to resolve conflicts. HUNDEE keeps tracking its operating environment and has expanded its channels for getting information through working with other NGOs. Through implementing downward accountability, HUNDEE has become more responsive to its stakeholders and has gained the trust of the community.

In terms of the capability to deliver on development objectives, HUNDEE shows some improvement. The organisation has very slightly improved in having more clear operational plans that consider financial inflation so that there is no budget shortage for implementation. HUNDEE now has a budgeting officer and has improved in its planning and resource allocation. Administration costs have been reduced to work more cost-effectively. Through mainstreaming downward accountability mechanisms HUNDEE is well aware of client satisfaction in projects funded by various donors.

In the capability to relate, HUNDEE has improved as well. Understanding of the importance of working in networks has improved at top management level due to the advice of ICCO. HUNDEE is working more with networks and gets more information through them. Through the downward accountability mechanism, field staff and program staff have become more responsive to the target groups and visit them frequently. Within the organisation, between head office and field offices communication and information sharing has improved through the use of ICT. The new organisational structure also entails a formal communication and documentation system.

Finally, HUNDEE has improved in three of the four indicators under the capability to achieve coherence. Staff are now more aware of the vision, mission and strategy of the organisation and are involved in the process of revisiting them, which creates a sense of ownership. There was an improvement in operational guidelines because the HR and financial policy were revised and a Disaster Risk Reduction guideline was developed (with ICCO's support). HUNDEE's programs have grown to be more complementary. In the operation areas all projects fall under one unified leadership.

During the endline workshop some key organisational capacity changes were brought up by HUNDEE's staff: improved capacity to facilitate behavioural change in rural communities; improved capacity in adaptive management; improved capacity in communication and information sharing; improved capacity to apply an integrated (multidisciplinary) M&E system; improved capacity in resource mobilization; and improved capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas. The evaluators considered it important to also note down the SPO's story and this would also provide more information about reasons for change, which were difficult to get for the individual indicators. Also for some issues there may not have been relevant indicators available in the list of core indicators provided by the evaluation team. Please note that this information has not been validated with other sources. But then again, this wasn't the purpose of this 5C evaluation.

According to HUNDEE staff present at the endline workshop, the capacity to facilitate behavioural change in rural communities improved because of understanding about the appreciative inquiry approach (through a training on Asset Based Community Development (ABCD) by the COADY institute in 2012) and knowledge about identifying the opinion leaders or other power centres. HUNDEE gained this latter knowledge through understanding the power of mass mobilization which they gained during training on mass mobilization by GIZ in 2013. Secondly, the organisation improved its capacity in adaptive management because they understood the interest and areas of concern of the government. They gained this understanding by identification of possible alternatives that could be accepted by the government that would be in agreement with the new CSO regulation and that came out of the internal reflection on adaptive management by HUNDEE. Thirdly, HUNDEE improved its capacity in communication and information sharing because of access to information technology (broadband network, computers, smart phones etc. funded by MFS II), knowledge and skills in data management and computer utilisation for different purposes (due to a MFS II funded computer skills training), and knowledge and skills on data collection, sharing and receiving by using smart phones because of an MFS II funded training on this topic. Fourthly, the organisation improved its capacity to apply an integrated (multidisciplinary) M&E system because HUNDEE realized the need to involve all department units in M&E and the M&E responsibilities for the different programs/departments and M&E manager were clarified. Both these developments were due to the realisation that the work cannot be done by one person after HUNDEE expanded its work in terms of geographic areas and themes. The need to involve all departments in M&E also came from the need for quality reporting which takes all programmes into account. How this capacity was improved and the role of MFS II funded interventions will be further explained in 5.3. Fifthly, HUNDEE improved their resource mobilisation capacity because they started preparing big proposals, had a good track record, were willing to diversify their work, realised that donors' preferences are changing because of general limitations in terms of funding and the general manager showed networking and leadership capacity. HUNDEE started to prepare big proposals because of knowledge on detailed program proposal preparation they gained during a financial management training by Trocaire in 2013 and because they were forced to look for big projects to run the organisation because of the CSO regulation that allows only 30 percent of the project budget to be used for administrative purpose.

Finally, and according to HUNDEE staff, the organisation improved its capacity to design drought resilient livelihood programs in pastoral and semi-pastoral areas because of their improved skill in preparation of proposals related to Community based Disaster Risk Reduction and Management

(CDRRM) and their improved capacity to implement resilience projects. The knowledge on CDRRM and implementing it was gained through training on CDRRM and the experience sharing/visit to Tigray, Dire Dawa and Awassa in 2013 (both funded by MFS II). This training and experience sharing/visit came about from the needs assessment carried out in 2013 by the IRR consortium to identify capacity gaps in the area of CDRRM with the support of ICCO (MFS II funded). All in all, there is some mention of MFS II funded capacity development interventions in the improved capacity for integrated M&E; improved capacity in communication and information sharing; and improved capacity to design drought resilient livelihood programs. During process tracing these and more MFS II funded interventions (such as trainings on these computer skills, and the use of smart phones and CMDRR; and the provision of broadband connection, computers and smart phones) have clearly come up and we therefore refer to 5.3, where the role of MFS II funded capacity development interventions in organisational capacity changes of HUNDEE will be further explained. Other factors that were mentioned by HUNDEE staff include external factors like trainings by other funders (GIZ, Trocaire); changing funding climate; and CSO regulations. Also, there have been internal factors like internal reflections; expanding the program and have a good relationships with the government.

5.3 Attributing changes in organisational capacity development to MFS II

This section aims to provide an answer to the second and fourth evaluation questions:

1. *To what degree are the changes identified in partner capacity attributable to development interventions undertaken by the MFS II consortia (i.e. measuring effectiveness)?*
2. *What factors explain the findings drawn from the questions 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 possibly 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. The organisational capacity changes that were focused on were:

- Enhanced resource mobilisation capacity
- Improved ICT capacity for information sharing and communication
- Improved competences for gender mainstreaming
- Improved M&E practices including institutionalized downward accountability

The first and the third organisational capacity changes fall under the capability to act and commit. The last one (M&E) falls under the capability to adapt and self-renew. The second one falls under both mentioned capabilities. The organisational capacity change areas that were chosen are based on document review as well as discussions with the SPO and CFA. Each of these organisational capacity changes is further discussed below.

The following issues are discussed for the MFS II funded activities that are related to the above mentioned organisational capacity changes:

- 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. 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').

Please note that whilst (d) addresses the evaluation question related to attribution (evaluation question 2), the other three issues (a, b and c) have been added by the synthesis team as additional reporting requirements. This was done when fieldwork for the endline process had already started, and therefore inadequate information is available on this. Then again, this wasn't the purpose of this 5c evaluation.

Enhanced resource mobilisation capacity

The following MFS II capacity development interventions supported by ICCO were linked to the key organisational capacity change "Enhanced resource mobilisation capacity":

1. Financial management training in Hawassa in 2013 (14)
2. Technical support, coaching and mentoring by ICCO regional office/staff (15+30)
3. Orientation, training and other support for finance staff on accounting procedures and adaption to CSA regulations (17+18)
4. Training on financial management for NGOs (MANGO) by CST, CSSP, ICCO (MFS II funded) and Misereor (20)
5. Improved ICT infrastructure since 2012 (26)

The above mentioned MFS II funded capacity development interventions are included here as well as in the causal maps and narratives. This is because the effects of these interventions were observed during process tracing as related to the organisational capacity change area "enhanced resource mobilization capacity", and they came up during document review, endline workshop, interviews and self-assessments.

1. Financial management training in Hawassa in 2013 (14)

Design

This intervention was not mentioned as planned during the baseline. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. However, during the endline assessment ICCO indicated that this training was given to enhance the capacity of the organization in aspects of timely, quality and good financial & record systems, and that the longer term expectation was institutionalized financial systems and enhanced involvement of all stakeholders in programming, implementation and monitoring of its programs.

Financial management training was not mentioned as important in the Theory of Change (ToC) developed during the MFS II 5C baseline survey. However, establishing and strengthening accountability systems was mentioned as important, so in that sense this training was relevant to the organisation.

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

Implementation

The training was conducted in Hawassa in May 2013, and was given by two ICCO finance officers. The HUNDEE managing director attended this training. Topics dealt with are: Budgeting, Financial Reporting, and Grants management (Donor relations & sub-grant management) through the FC C6NGO consortium.

As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Not having objectives that were defined as SMART objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that the training helped the financial personnel to improve their knowledge about internal control, risk assessment, planning, reporting and other financial operations. It improved their ability to fulfil financial donor requirements, and to prepare realistic project budgets and financial reports. ICCO observed as a result of this training timelier and better quality reporting. This all contributed to an improved financial management capacity. The immediate objective of this training seems to be achieved. To what extent the longer term objective/expectation has been achieved is not possible to assess.

2. Technical support, coaching and mentoring by ICCO regional office/staff (15+30)

This support was not specifically mentioned as planned for during the baseline but HUNDEE staff mentioned at the endline workshop that this technical support, coaching and mentoring by ICCO regional office/staff has been helpful to improve their ability to fulfil financial donor requirements, and to prepare realistic project budgets and financial reports, in addition to the training mentioned above, and that it also deepened their knowledge about internal control, risk assessment, planning, reporting and other financial operations. This contributed to an improved financial management capacity. Because no further details are known this intervention cannot be further analysed, then again this wasn't the purpose of this evaluation.

3. Orientation, training and other support for finance staff on accounting procedures and adaption to CSA regulations (17+18)

This support was not specifically mentioned as planned for during the baseline but HUNDEE staff mentioned at the endline workshop that this support has been helpful to fulfil the Ethiopian government financial reporting requirements for the Civil Societies Agency (CSA) regulations: ICCO support was both financial and technical support in coaching, through hiring a consultant at consortium level on organizational development tools (including strategic plan revision, financial management and accounting manuals and M&E manual particularly PIM (performance impact monitoring)). Because no further details are known this intervention cannot be further analysed, then again this wasn't the purpose of this evaluation.

4. Training on financial management for NGOs (MANGO) by CST, CSSP, ICCO (MFS II funded) and Misereor (20)

This was another capacity development intervention that was (only) mentioned at the endline workshop. Based on the process tracing causal map it can be said that the training helped the financial personnel to improve their knowledge about internal control, risk assessment, planning, reporting and other financial operations, and to improved knowledge about how to identify gaps related to payment, collection and accounting structures. This contributed to improved competences to prepare realistic project budget and financial reports. It is not known to which extent ICCO contributed to this training. Because no further details are known this intervention cannot be further analysed, then again this wasn't the purpose of this evaluation.

5. Improved ICT infrastructure since 2012 (26)

The provision or improvement of ICT infrastructure with laptops, computers, CDMA phones, and flash disks, at head office and local offices, was planned for during the baseline survey, along with training in basic computer skills. The expected immediate effect was improved efficiency in communication using electronics technology in report writing and designing. The long term expectation was a more effective and efficient resource use. At the endline workshop it was mentioned as having been helpful to explore websites for potential financial sources, and to be more knowledgeable about current donor trends and requirements.

Attribution of observed results to MFS II capacity development interventions

The enhanced resource mobilization capacity is due to:

1. Improved capacity in project proposal development (2)
2. Improved financial management capacity (3)
3. Improved understanding of the usefulness of networking (4)
4. Improved knowledge about current funding trends and donor intelligence (5)
5. Improved ability to engage target communities and make them aware of their potentials for their own development (6)

(see 4.3.1)

The improved financial management capacity can to a large extent, and the improved knowledge about current funding trends and donor intelligence to some extent be attributed to MFS II supported capacity development interventions. Based on the process tracing causal map the other related changes cannot be attributed to MFS II supported capacity development interventions. These five changes will be discussed hereunder:

1. The improved capacity in project proposal development can be attributed to HUNDEE's improved capacity and analytical skills, and ability to mobilize multi-disciplinary teams for project proposal writing, both acquired through the long experience they have in implementing different kinds of rural

development projects. Also, the knowledge and skills HUNDEE has in gender analysis and its use in project proposal preparation, a major issue in rural development projects, contributed to the improved capacity for project proposal development. These competences were further developed by training in gender analysis tools in Tanzania with financial support from Oxfam Canada in 2014.

2. The improved financial management capacity can be attributed to:

- a. An improved capacity to manage a larger number of projects, which, is related to experience in working on development projects.
- b. An improved ability to fulfil financial donor requirements, which can to a large extent be attributed to MFS II supported capacity development interventions, i.e. the financial management training in Hawassa in 2013 and the technical financial support and mentoring by ICCO regional office. This improved ability can to some extent be attributed to the pre award assessments by donors in general, i.e. the organisational financial capacity assessment at the final stage of the funding process.
- c. An improved ability to fulfil Ethiopian government financial reporting requirements, which can partly be attributed to MFS II supported capacity development interventions, i.e. by technical support provided for the adaptation of the financial system to CSA regulations, and and the subsequent orientation and training provided for finance staff on accounting procedures and adaption to the Ethiopian CSA regulations. PACT provided similar support.
- d. Improved competences to prepare realistic project budgets and financial reports, which can to a large extent be attributed to MFS II supported capacity development interventions, i.e. by the financial coaching and mentorship of ICCO regional office experts, the financial management training by ICCO in 2013 in Hawassa, and training on financial management (MANGO), which was provided by? ICCO (MFS II) and others.

3. The improved understanding of the usefulness of networking (4) can be attributed to becoming and being active participant in several networks and consortia, where funding opportunities are exchanged and peer organization recommend each other for funding.

4. The improved knowledge about current funding trends and donor intelligence can be attributed to experience and feedback from failed funding requests in general and to the increased exploration of potential financial sources through websites. The latter can be attributed to the improved ICT infrastructure, which was provided with MFS II funding.

5. The improved ability to engage target communities and make them aware of their potentials for their own development can be attributed to HUNDEE's long standing philosophy about working with the community, respecting the communities' cultures and norms including getting their consent on the interventions that will be implemented. This has contributed to building trust over time, and mobilized community resources. The community trust and their involvement in project design and implementation also attracts funders. In addition, the orientation that some HUNDEE staff received about the principles and useful empowerment tools integrated into the Asset Based Community based Development (ABCD) approach by Oxfam Canada in 2003, 2012 and 2014 helped to reinforce HUNDEE's philosophy and the community trust and community resource mobilization capacity.

On the whole, based on the process tracing causal map, it can be said that HUNDEE's enhanced resource mobilisation capacity can partly be attributed to MFS II supported capacity development interventions, notably by improved financial management capacity: through training and technical support on adapting financial system and accounting procedures in line with CSA regulations (although this was also done by other organisations); through coaching and mentorship. Furthermore, the organisation increased its knowledge on funding trends and donor intelligence partly because of an improved ICT infrastructure (MFS II). There are also other factors to which enhanced resource mobilisation capacity of HUNDEE can be attributed. These include internal factors like experience working on development projects, and experience and feedback from previous fields funding proposals. But there has also been support from other donors like by OXFAM Canada, provided the training on gender analysis tools and oriented the organisation to principals and useful empowerment tools integrated into to the ABCD approach. Then a range of funders have also contributed to the earlier mentioned trainings related to financial management capacity. Being an active member of new and existing consortia and networks helped them in understanding the importance of networks for resource mobilisation.

Improved ICT capacity for information sharing and communication

The following MFS II capacity development interventions supported by ICCO were linked to the key organisational capacity change “Improved ICT capacity for information sharing and communication”:

1. Training on ICT based data collection using smart phones in May 2013 (8)
2. Coaching/suggestions made and subsequent project proposals on ICT during 6NGOs consortium meeting of 2012 (23)
3. Training on different data analysis software and website development in 2013 (16)
4. Exchange visit to Kenya on FED and ICT, Oct 2013 (22)
5. Training on basic computer skills in 2013 (19)
6. Training on computer troubleshooting & hardware maintenance in 2012 (21)

Note: hardware was also provided in terms of smartphones, TV and video deck, and computers and wifi internet infrastructure. These are discussed where relevant under the related capacity development interventions mentioned above. The above mentioned MFS II funded capacity development interventions are included here as well as in the causal maps and narratives. This is because the effects of these interventions were observed during process tracing as related to the organisational capacity change area “Improved ICT capacity for information sharing and communication”, and they came up during document review, endline workshop, interviews and self-assessments.

1. Training on ICT based data collection using smart phones in May 2013 (8)

This training was not specifically mentioned as planned for during the baseline but HUNDEE staff present at the endline workshop indicated that the knowledge gained at this training improved their knowledge and skills to collect data on the MFS II related project using smart phones. The data are collected and sent to Kenya for analysis. The initial idea was developed as a result of information sharing during the ICT project development by value chain consortium members, in Addis Ababa in 2012, see further below. Furthermore, there was a felt necessity to improve efficiency in data collection, storage and analysis. The frequently used paper based data collection method was taking a long time for data collection and entry. Therefore, to reduce the time taken and improve efficiency HUNDEE as well as the CFA showed interest to use smart phones for data collection. In line with this, smart phones were provided by ICCO in 2013. This was complemented by training by AKVO on ICT based data collection using smart phones (MFS II funded by ICCO Alliance). The training was given to the ICT project focal person and ICT expert for one day in May 2013. The training focused on methods of data collection using smart phones loaded with data collection tool (questionnaires). Nowadays the community (target groups) started to use smart phones for sharing information and marketing, also as a result of staff making more use of ICT technologies. This includes sharing price information through text messages. The introduction and use of smart phones seem to be successful. However, because no further details are known this intervention cannot be further analysed.

2. Coaching/suggestions made and subsequent project proposals on ICT during 6NGOs consortium meeting of 2012 (23)

These 6NGOs consortium meetings were not specifically mentioned as planned for during the baseline. HUNDEE staff particularly mentioned the meeting of 2012, in which the ICT project was developed because it resulted in several suggestions and initiatives that were developed and implemented after this workshop, notably the use of smart phones for data collection and information sharing for the target groups (FMOs) as described above, and the use of multimedia and group methods for training and disseminating agricultural technologies to farmers. HUNDEE wanted to use ICT to reach a wider audience. In line with this, to help in preparation of the training materials and documenting the information for technology use, agriculture research centres were involved. Furthermore, since most of the information sharing was done through TV and video, the provision of TV and video decks by C4C/IICD/ICCO in 2013 facilitated the implementation. Nowadays the target groups started to use computers for data storage and word processing (especially farmers cooperatives) and to learn improved agricultural technologies through the use of ICT, such as TV and video deck. Because no further details are known this intervention cannot be further analysed.

3. Training on different data analysis software, and website development, in 2013 (16) **Design**

5. Training on basic computer skills in 2013 (19)

These trainings were planned during the baseline survey and given as one training. Details about the specific design are not known, but that wasn't the focus of this evaluation. Specific immediate and long term objectives were not given during the baseline survey, although in general terms the objective was to "improve efficiency in communication using electronics technology in report writing and designing". At the endline survey it was mentioned that the immediate objective of this training was to enable HUNDEE to use its ICT infrastructures (ICT centres, tools & gadgets, MIS), that was also provided with MFSII funding and to "improve efficiency in communication using electronics technology in report writing and designing". The long term objective was the provision of access to up-to-date and reliable information sources to its target groups, which are smallholder farmers and their organization, and "the effective and efficient use of resources". It was also mentioned that this training was to fill the gap in computer use and internet application at HUNDEE.

Computer skills or ICT were not mentioned as important in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, but it was mentioned as having been useful during the endline workshop.

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

Implementation

The training took place in 2013 and was given by Digital Opportunities Trust (DOT) Ethiopia. A total of 15 staff members drawn from Finance and Administration and Program Operations Management Departments and Monitoring and Evaluation unit of HUNDEE have received training on basic computer skills and various software applications (SPSS, Access, Adobe, Photo Shop, etc.). Similar training was also provided for about 12 local project staff working in HUNDEE's Bale and West Shoa program offices. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Based on the process tracing causal map it can be said that participation in the training resulted in an improved knowledge & skills in data analysis using the ICT infrastructure for data collected by HUNDEE and an improved understanding about social media, internet & office applications. The knowledge gained through this training was put into use with the provision of wi-fi internet infrastructure and computers by ICCO in 2013. According to the CFA evidence for success is that HUNDEE now has ICT infrastructures (ICT centres, tools & gadgets, MIS); that staff are able to use this ICT infrastructure; improved access to telephone & internet connection and networks for HUNDEE staff; that ICT centres are established for its target groups-farmer unions; the hiring of an ICT officer to support its target groups and an updated website. The target groups started to use computers for data storage and word processing (especially farmers cooperatives) and to learn improved agricultural technologies through the use of ICT; such as TV and video deck. It seems that the short term objective has been reached and also the long term objective to a large extent. However, not having objectives that were defined as SMART objectives makes it difficult to assess.

4. Exchange visit to Kenya on FED and ICT, Oct 2013 (22)

Design

This intervention was not mentioned as planned for during the baseline survey. Details about the specific design are not known, but that wasn't the focus of this evaluation. However, immediate and long term objectives were given during the endline survey: the immediate objective was a cross country experience exchange among HUNDEE and Consortium members in Kenya and Ethiopia to facilitate learning from one another to enhance their development results. The long term objective was to have established a strong link with market actors leading to self-sustainability.

This intervention was not mentioned as important in the Theory of Change (ToC) developed during the MFSII 5C baseline survey, but it was mentioned as having been useful during the endline workshop.

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

Implementation

The exchange visit took place in October 2013. HUNDEE director and one senior management staff participated. The focus was to exchange experiences on the use of ICT and business approaches. As far as the evaluation team knows, this intervention was implemented as designed.

Reaching objectives

Based on the process tracing causal map it can be said that participation in the exchange visit deepened the understanding and interest relates in the use of ICT for disseminating improved agriculture technology in an efficient way. Furthermore, according to the CFA, it enhanced the outlook with regard to production for market, i.e. a change of mind set to adapting production to market demands. It seems that the short term objective has been reached and the long term objective to a some extent. However, not having objectives that were defined as SMART objectives makes it difficult to assess.

6. Training on computer troubleshooting & hardware maintenance in 2012 (21)

This training was not specifically mentioned as planned for during the baseline but HUNDEE staff present at the endline workshop indicated that the knowledge and skills gained in this training, i.e. in basic computer hardware maintenance and trouble shooting, was a pre-requisite for improved ICT capacity. Therefore, although this is a primary skill for only a small number of staff, staff wanted to mention it as an important skill. Because no further details are known this intervention cannot be further analysed.

Attribution of observed results to MFS II capacity development interventions

The improved ICT capacity was due to:

1. Improved ICT competencies for data collection using smart phone and computer based data analysis (2)
 2. enhanced interest and competencies on the use of ICT (TV, video deck) for technology dissemination (3)
 3. Improved competencies to use social media, internet & office applications (5)
 4. Improved competencies in computer hardware maintenance (6)
- (see 4.3.2)

Based on the process tracing causal map it can be said that the latter three contributing causes can be completely and the first one almost completely attributed to MFS II supported capacity development interventions.

1. The improved ICT for data collection using smartphone computer-based data analysis, can be partly attributed to the training on ICT based data collection using smart phones; the training MFS II funded training on different data analysis software and website development; and the provision of smart phones by (also MFS II funded). Ideas and proposals for these ICT interventions were developed during the 6NGO consortium meeting in 2012 (MFS II). Also PCI/USAID provided smartphones for women's self-help groups.

2. The enhanced interest and competencies in the use of ICT for technology dissemination can to a great extent be attributed to MFS II supported capacity development interventions such as the provision of the organisation with a TV and video deck, and the exchange visits to Kenya, which helped the organisation in gaining competencies on the use of ICT for technology dissemination. The 6NGOs Consortium meeting has sparked of these initiatives. Furthermore, the agricultural research centre documenting information for technology use has helped to improve this interest and competencies, by assisting in preparing training materials and documenting the information for technology use. To involve them was an initiative of the 6NGO consortium (MFS II funded).

3. The improved competencies to use social media, Internet and office applications can be fully attributed to MFS II capacity development interventions such as training on basic computer skills, the provision of Wi-Fi Internet's structure and computers, which helped to improve these competences.

4. Improved competencies in computer hardware maintenance can also be fully attributed to MFS II supported capacity development interventions, in particular the training on computer troubleshooting and hardware maintenance.

On the whole, ICT capacity has improved which can almost entirely be attributed to MFS II funded capacity development interventions, by providing training and hardware: in particular training capacity based data collection using smart phones; training on data analysis software and website development; training on basic computer skills; and training on computer troubleshooting and hardware maintenance; provision of smart phones; provision of DVD and video deck; provision of Wi-Fi internet infrastructure and computers. The 6NGO consortium meeting has been the main source of some of these ideas and proposals. The provision of smartphones by USAID and the engagement of the agricultural research centre documenting information for technology use have a relatively minor role.

Improved competences for gender mainstreaming

The following MFS II capacity development interventions supported by ICCO were linked to the key organisational capacity change "Improved competences for gender mainstreaming":

1. Training on gender and value chain development in 2012 (23)
2. Coaching on Gender mainstreaming in value chain within Consortium Framework (2)
3. Exchange visit to Kenya Oct 2013 (19)

The above mentioned MFS II funded capacity development interventions are included here as well as in the causal maps and narratives. This is because the effects of these interventions were observed during process tracing as related to the organisational capacity change area "Improved competences for gender mainstreaming", and they came up during document review, endline workshop, interviews and self-assessments.

1. Training on gender and value chain development in 2012 (23)

This intervention was not mentioned as planned for during the baseline, but HUNDEE staff mentioned this at the endline workshop: this training not only helped to improve their knowledge on gender and value chain development, but that within the MFS II Consortium Framework reviewing projects with a gender lens has been promoted through this training. This contributed to improved knowledge about areas that needed improvement to become more gender sensitive and responsive. Because no further details are known this intervention cannot be further analysed, then again this wasn't the purpose of this evaluation.

2. Coaching on Gender mainstreaming in value chain within Consortium Framework in 2013 (2)

Design

This intervention was not mentioned as planned for during the baseline. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. However, during the endline assessment ICCO indicated that this training was given to enhance equitable participation of both men and women in its program. The longer term expectation was that HUNDEE would mainstream gender in all its programs as cross cutting issue.

Gender mainstreaming was not mentioned as important in the Theory of Change (ToC) developed during the MFS II 5C baseline survey. However, according to their Strategic plan 2010-2014, working on gender equality and women empowerment initiatives is not a matter of choice for HUNDEE, but rather a guiding principle, so the subject is relevant to the organisation.

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

Implementation

The Ethiopian office of Fair and Sustainable implemented this intervention in 2013. Details about how this coaching was conducted are not known by the evaluation team. As far as the evaluation team knows, it was implemented as designed, however, since details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Not having objectives that were defined as SMART objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that the coaching improved HUNDEE's staffs' knowledge on gender and value chain development, and that within the MFS II Consortium Framework reviewing projects with a gender lens was promoted through this training. This contributed to improved knowledge about areas that needed improvement to become more gender sensitive and responsive. The coaching also improved competencies to address gender issues, empower women, and promote their economic development. Within the C6NGOs consortium framework the number of women has increased as participants as well as at decision making levels. The immediate objective of this intervention seems to be achieved. To what extent the longer term objective/expectation has been achieved is not possible to assess.

3. Exchange visit to Kenya Oct 2013 (19)

HUNDEE staff mentioned at the endline workshop that this exchange visit contributed to HUNDEE's knowledge about women in value chain development in general, and how to improve women's membership and leadership, address gender issues, empower women and promote women's economic development in VCD. This contributed to improved competencies to address gender issues, empower women, and promote their economic development. This intervention will be further analysed under "improved ICT capacity".

Attribution of observed results to MFS II capacity development interventions

According to HUNDEE staff present at the endline workshop, contributing factors to the improved competencies for gender mainstreaming consist of the following:

1. Alignment of HUNDEE's organizational systems, policies, procedures and programs to adequately reflect HUNDEE's commitment to gender equality (15)
2. Improved knowledge about women and value chain development (9)
3. Improved competencies to address gender issues, empower women and improve women's economic development (6)
4. Improved knowledge and understanding about gender based reporting (22)
(see 4.3.3)

The first and third related changes can for a small part, the second one entirely, and the last one cannot be attributed to MFS II supported capacity development interventions.

1. Alignment of HUNDEE's organizational systems, policies, procedures to reflect gender equality can be attributed to:
 - a. Improved knowledge about areas that need improvement to become more gender sensitive and responsive, which can be partly attributed to MFS II supported capacity development interventions, i.e. the training and coaching in gender mainstreaming in VCD, which made the organisation review its projects with a gender lens. OXFAM Canada has also played an even more important role in terms of annual organisation wide gender audits and training on gender analysis tools and providing tools and a manual. Furthermore, other donors have promoted gender mainstreaming.
 - b. HUNDEE's commitment and operationalization of its gender task force, which was created in 2009 but further operationalised after a gender audit by Oxfam Canada in 2012.
2. The improved knowledge about women and value chain development (VCD) can entirely be attributed to MFS II supported capacity development interventions, i.e. the training and coaching in women in VCD, and the exchange visit to Kenya in 2013.
3. The improved competencies to address gender issues, empower women and improve women's economic development can partly be attributed to MFS II supported capacity development interventions, i.e. the coaching in gender mainstreaming in VCD, and the exchange visit to Kenya in

2013, as described above. On the other hand this can be attributed to the gender training, tools, and manual provided by Oxfam Canada, and improved knowledge on women's right and protection from harmful traditional practices from different trainings of the Community Food Security Enhancement through Promotion of Community-Based Organization project of USAID, 2012-2014.

4. The improved knowledge and understanding about gender based reporting cannot be attributed to MFS II supported capacity development interventions, but was due to HUNDEE's own experience, CST training on gender mainstreaming in 2013, and donor gender disaggregated reporting formats in general.

Overall, HUNDEE's improved competences for gender mainstreaming can partly be attributed to MFS II supported capacity development interventions: i.e. training, coaching and an exchange visit to Kenya in relation to gender in value chain development which helped the organisation to review projects with a gender lens and increase their knowledge on these issues. Especially Oxfam Canada has also played an important, even more important role in terms of supporting annual organisation wide gender audits; a training on gender analysis with related tools and manual. Other donors have also played a role in terms of promoting gender mainstreaming and providing training on gender mainstreaming (CST). Internal factors like previous experience and establishing a gender task force have also played a role. And a USAID funded project has helped the organisation in addressing gender related issues.

Improved M&E practices including institutionalized downward accountability

The following MFS II capacity development interventions supported by ICCO were linked to the key organisational capacity change "Improved M&E practices including institutionalized downward accountability":

1. Training sessions on participatory film making (2011+2012) (4)
 2. Training/ dissemination workshop (final) on downward accountability, Dec 2012 (3)
 3. Training in the use of SMART phones by AKVO in May 2013 (38)
 4. Training, coaching and other capacitating activities in the area of M&E (32)
 5. Training and coaching on PIM, 2012 (16)
- (see 4.3.1)

The above mentioned MFS II funded capacity development interventions are included here as well as in the causal maps and narratives. This is because the effects of these interventions were observed during process tracing as related to the organisational capacity change area 'Improved M&E practices including institutionalized downward accountability'³, and they came up during document review, endline workshop, interviews and self-assessments.

1. Training sessions on participatory film making (2011+2012) (4)

This training was not specifically mentioned as planned for during the baseline survey in 2012 but HUNDEE staff present at the endline workshop indicated that the knowledge and skills about participatory filmmaking gained in this training, contributed to the dissemination and sharing of what was learned with other HUNDEE staff as one of the downward accountability tools. The ICCO trainer considers participatory film making as a PME and a capacity development tool since it encourages participants to reflect and learn from their experiences and draw lessons for a broader audience. This participatory training was done twice, in 2011 and 2012 as part of a training trajectory on downward accountability that started in 2009. Because no further details are known this intervention cannot be further analysed. Then again, this wasn't the purpose of this evaluation.

2. Training/ dissemination workshop (final) on downward accountability, Dec 2012 (3)

Design

This workshop, or training in downward accountability was not mentioned as planned for during the baseline survey, only in general terms as M&E capacity development. Likewise, only one objective in general terms was given during the baseline survey "Effective monitoring and evaluation undertaken".

³ Hereafter referred to as "Improved M&E practices"

However, this workshop was the concluding workshop of a longer training trajectory on downward accountability that started in 2009. At the endline survey it was mentioned that this training trajectory was undertaken to capacitate HUNDEE (together with the other 5 NGOs in the 6NGO consortium) to pilot downward accountability tools, aiming at improving the quality and effectiveness of the services of HUNDEE to its clients, its accountability to its clients, etc. The long term expectation was mainstreaming downward accountability in all its programs and institutionalizing the approach.

Strengthening accountability mechanisms, including downward accountability was mentioned in the Theory of Change (ToC) developed during the MFS II 5C baseline survey. HUNDEE adopted the downward accountability in its strategies in 2009, inspired by a workshop (2009) organised by ICCO (MFS I funding) to introduce client satisfaction instruments (CSI). The C6NGO consortium, including HUNDEE, decided to join the pilot because it was thought that CSI would enable the service taker (client) to get better quality service; also it was expected to improve the credibility among clients (trust worthiness, good relationship, and transparency). Therefore it can be said that the whole training trajectory was very relevant.

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

Implementation

As mentioned above, the workshop was the final intervention of a training trajectory on downward accountability that started in 2009, and included the following elements:

- 1) Introduction training course on Downward Accountability (2009, MFS1)
- 2) Field work preparation & Implementation with coaching on the side (2010, MFS1)
- 3) Sense-making Workshop (August 2010, MFS1)
- 4) Participatory film making (March 2011, MFS 2)
- 5) Round 2 Field work – with training session and coaching (November 2011, MFS2)
- 6) Participatory film making (December 2012, MFS 2)
- 7) Final dissemination conference (December 2012, MFS2)

On top of the downward accountability tools like Client Satisfaction Instruments (CSI) and participatory film making, at the final dissemination workshop participants also increased their knowledge on Promoting Financial Transparency and Accountability (FTA) under the Protection of Basic Services (PBS) Project, Public expenditure Tracking Systems (PETS), and the use of smart phones for data collection. At the final workshop/conference, three HUNDEE staff participated. It is not known who participated at the other interventions in this training trajectory. However, it is known that field staff was trained by staff who participated at this workshop to learn about Client Satisfaction Instruments and to help with the implementation of the pilots. As far as the evaluation team knows, it was implemented as designed, however, more details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Reaching the objectives of the workshop cannot be seen separately from reaching the objectives of the whole training trajectory. Based on the process tracing causal map it can be said that as a result of this training trajectory, HUNDEE is successfully implementing tools such as consumer panel and consumer satisfaction surveys in its program. Measuring satisfaction/ dissatisfaction of services became part of the monitoring program. It is not just used at project level, but it has also become institutionalized at organizational level. The improved M&E practices, including downward accountability, have led to a shift in mind-set in both providers as well as clients: farmers have become more critical and take part in decision-making, more than before. Furthermore, field workers and staff have become more responsive to the needs of their clients. Based on the above it seems that the short term objective has been reached and also the long term objective to a large extent. However, not having objectives that were defined as SMART objectives makes it difficult to assess.

3. Training in the use of SMART phones by AKVO in May 2013 (38)

This training was not specifically mentioned as planned for during the baseline but HUNDEE staff present at the endline workshop indicated that the knowledge gained at this training improved their knowledge and skills to collect data on the MFS II related project using smart phones. The data are

collected and sent to Kenya for analysis. The initial idea was developed as a result of information sharing during the ICT project development by value chain consortium members, in Addis Ababa in 2012, see further below. Furthermore, there was a felt necessity to improve efficiency in data collection, storage and analysis. The frequently used paper based data collection method was taking a long time for data collection and entry. Therefore, to reduce the time taken and improve efficiency HUNDEE as well as the CFA showed interest to use smart phones for data collection. In line with this, smart phones were provided by ICCO in 2013. This was complemented by training by AKVO on ICT based data collection using smart phones (MFS II funded by ICCO Alliance). The training was given to the ICT project focal person and ICT expert for one day in May 2013. The training focused on methods of data collection using smart phones loaded with data collection tool (questionnaires).

Nowadays the community (target groups) started to use smart phones for sharing information and marketing, also as a result of staff making more use of ICT technologies. This includes sharing price information through text messages. The introduction and use of smart phones seem to be successful.

However, because no further details are known this intervention cannot be further analysed.

4. Training, coaching and other capacitating activities in the area of M&E (32)

Design

This is not a particular intervention but in general terms M&E capacity development was planned for during the baseline survey, with the objective "Effective monitoring and evaluation undertaken". Other specific objectives were not given.

Strengthening and creating effective M&E mechanisms was mentioned in the Theory of Change (ToC) developed during the MFS II 5C baseline survey. Therefore the training, coaching and other capacitating activities in the area of M&E were relevant.

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

Implementation

ICCO (MFS I and II) has over time supported HUNDEE to effectively implement its M&E activities through providing technical support and by introducing various approaches, like Results Based Management (RBM) and M&E tools. Information on activities, results and finances are put together and analysed by ICCO while monitoring and evaluating its programmes at various levels. ICCO, through MFS II funding, has also supported strengthening of the capacity of the SPO through monitoring visits and exposure visits. Such as the linking and learning across the East African Region. ICCO has also put increased emphasis measuring results at outcome and impact levels. As far as the evaluation team knows, it was implemented as designed, however, more details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Based on the process tracing causal map it can be said that, in addition to the results achieved in the area of downward accountability described above, HUNDEE staff have improved their knowledge, skills and competences in applying M&E (tools), ToC, RBM, etc.; and on measuring results at outcome and impact level. HUNDEE now deploys impact assessment tools for proving and improving. Furthermore, data collection and analysis play an integral role in decision-making and planning, and significant changes have been observed in the quality of the reports: according to the CFA the quality of reports had immensely improved. The reports are well aligned now with contracts reporting conditions, which was not the case at the start of 2012. Based on the above it seems that HUNDEE has strengthened and improved its M&E. In the absence of SMART objectives, it is difficult to assess whether they have been reached.

4. Training and coaching on PIM, 2012 (16)

The training and coaching on performance impact monitoring (PIM) was in fact part of the training, coaching and other capacity development support mentioned above and as such not mentioned separately as planned during the baseline survey. However, operationalizing the performance impact monitoring (PIM) manual was mentioned in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, and it was mentioned separately during the endline survey, which indicates its

relevance. Based on the process tracing causal map it can be said that the training and coaching on PIM has increased the emphasis and knowledge on how to measure results on outcome and impact levels (29).

Attribution of observed results to MFS II capacity development interventions

The “improved M&E practices including institutionalised downward accountability” was due to:

1. Improved competences to apply downward accountability methods and tools (30)
2. Improved competences to apply RBM and M&E tools (31)

Both contributing factors can be partly be attributed to MFS II supported capacity development interventions.

1. The improved competences to apply downward accountability methods and tools can be attributed to:

- Experience by piloting Downward accountability tools (5)
- Adapting and enforcing downward accountability (HUNDEE) (27)
- Improved knowledge on social accountability (tools, theory and practice) 2013 (24)
- The first one can be almost entirely attributed to all MFS II funded capacity development interventions, knowledge and competencies related to the learning trajectory on downward accountability mentioned above, starting from 2009 with MFS I funding, as well as the training sessions on participatory filmmaking.
- The second one can be attributed to HUNDEE’s own dedication to apply downward accountability methods and tools, which is reflected in the HUNDEE 2010-2014 Strategic Plan and the 2013-2015 Operational Plan. To help HUNDEE adapt and institutionalize downward accountability an orientation and TOT training on Humanitarian Accountability Partnership (HAP) was organized by Cafod/Sciaf/Trocaire (CST) in 2012, ICCO in 2013 and Danish Church Aid (DCA) in 2014. Furthermore, the seed money provided by CCRDA in 2014 facilitated the implementation of HAP which is a process of self-assessment to see how much HUNDEE has institutionalized social accountability.
- The improved knowledge on social accountability tools, theory and practice was the result of being part of the “Social accountability program”, a government program sponsored by the World Bank that was launched in 2013 with HUNDEE as one of the implementing partners.

2. The improved competences to apply RBM and M&E tools can be attributed to

- Improved knowledge about SMART technology in data collection (13)
- Improved knowledge and skills on M&E (tools), ToC, RBM, etc. (23)
- Increased emphasis and knowledge on how to measure results on outcome and impact levels (29).

The first and the last change can be attributed to MFS II capacity development interventions, the second change to some extent:

- The improved knowledge about SMART technology in data collection can be attributed to the session on the use of smart phones for data collection at the final workshop on downward accountability (MFS II) in December 2012, and from a one day training in the use of SMART phones by AKVO in May 2013.
- The improved knowledge and skills on M&E (tools), ToC, RBM, etc. can partly be attributed to the knowledge and skills acquired by the MFS II capacity development interventions, notably the training, coaching and other capacitating activities in the area of M&E. However, other funders together played a more important role: the training in Results Based Management (RBM), and Monitoring and Evaluation (Tools) in 2013 of selected staff for the government funded social accountability program sponsored by the World Bank; the participation of 2 staff in a Results Based Monitoring and Evaluation training provided by Trocaire in 2012; and the participation of 2 staff in a Project Development and Monitoring and Evaluation Tools training provided by Christian Aid in 2013.
- The increased emphasis and knowledge on how to measure results on outcome and impact levels can be attributed to the MFS II training, coaching and other capacitating activities in the

area of M&E and the training and coaching on participatory impact monitoring (PIM), both MFS II funded.

On the whole, based on the process tracing causal map it can be said that the “improved M&E practices including institutionalised downward accountability”, can partly be attributed to MFS II supported capacity development interventions, and particularly in the area of downward accountability through the training trajectory on downward accountability that started in 2009 (MFS I) the workshop organised by ICCO on client satisfaction instruments, and continued with MFS II funding; including the training sessions on participatory filmmaking. In terms of improved competences to apply RBM and M&E tools, this can be attributed to efforts by training and coaching supported by MFS II (M&E and PIM) but also training by different funders, including the World Bank, Trocaire, and Christian Aid.

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13_033484 Project Plan Basic Hundee malt barley input AvR 05 13_034024.doc
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13_034033 Budget Malt Barley - Revised - July 2013.xlsx
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13_034033 Budget Malt Barley - Revised - July 2013-blad2.pdf
13_034112 Specific Contract Terms and Conditions.DOC
13_036027 Letter of Co-financing Agreement.DOC
13_036032 Contract General Terms Conditions.DOC
14_020170 Feedback letter on progress reporting.DOC
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O-scan.xlsx
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Report - ETHIOPIA EXCHANGE VISIT to Kenya - final v 2 (CD5).pdf
Report_seminar_downward_accountability&client_feedback_mechanism_2012_ethiopia_11.12.12(CD2).pdf
Returned Signed Addendum Contract 75-01-02-034.doc
Returned signed Contract -Amended.doc
Returned signed contract.doc
Signed Addendum contract.doc
Signed Contract.doc
Year-end letter without reports.DOC
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12_023414 Letter for Closure Project File.DOC
12_038368 ProjectPlan Considerations.DOC
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12_061651 Specific Contract Terms and Conditions.DOC
12_062253 ProjectPlan Basic Information.DOC
12_062255 Specific Contract Terms and Conditions.DOC
12_063905 Contract General Terms Conditions.DOC
12_063907 Letter of Co-financing Agreement.DOC
13_007929 - Payment lines for Addendum for Hundee.doc
13_019519 Proposal Malt barley value chain project - Final.doc
13_019520 Budget - Malt Barley VC Project - budget by year.pdf
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HAM-ICCO Year 2 Operational plan.pdf
HAM-ICCO Year 2 Operational plan.xlsx
Hundee project proposal v2 12-7-2012.docx
Revised HAM Budget.pdf
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Fieldwork data:

B_5c endline_support to capacity development sheet_ICCO-FED _ HUNDEE-with interview.docx
A_5c endline_assessment sheet_C4C_Ethiopia_HUNDEE_ICCO-IICD- June 2014 DKA-with interview.docx
J_5c endline self-assessment sheet_field staff-area office managers_Ethiopia_HUNDEE.docx
M_5c endline interview guide_subgroup_program staff_selected indicators_Ethiopia_HUNDEE.docx
N_5c endline interview guide_subgroup_MandE staff_selected indicators_Ethiopia_HUNDEE-completed.docx
Q_5c endline observation sheet_Ethiopia_HUNDEE 0912.docx
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F_5c endline self-assessment sheet_management_Ethiopia_HUNDEE.docx
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S_5c endline_overview_trainings_HUNDEE_staff_Ethiopia (PT).docx
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List of Respondents

Alliance/CFA officers:

No.	Name	Function
1	David Kamukama	Program Officer, FED program/Regional Business & Economic Development Advisor
2	Miep Lenoir	M&E officer IICD
3	Ramon Salat	Connect4Change Officer, IICD
4	Dieneke de Groot	Coordinator PMEL unit at ICCO ; Secretary ICCO Alliance
5	Olaf Erz	Regional Manager East Africa IICD; M&E officer
6	Maurits Servaas	Global PME Advisor ICCO Alliance
7	Rob Witte	Program Coordinator FED (Fair Economic Development) - ICT at ICCO

HUNDEE staff:

No.	Name	Function in the organisation
1	Zegeye Asfaw,	General Manager
2	Girma Tiruneh,	Personnel management
3	Tadesse Debela,	Area Office Coordinator
4	Hanan Raya	Gender Focal Person
5	Ashebir Kebede	Value chain Development program Officer
6	Mulugeta Mosisaa	O P. Manager
7	Tamirat Nigusse	Value Chain Officer
8	Zewdie Takele	PME Manager
9	Askale Dula	Accountant
10	Hirko Belay	Program unit

Others:

Appendix 1 Methodological approach & reflection

1.1 Introduction

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

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

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

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

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

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

1.2 Changes in partner organisation's capacity – evaluation question 1

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

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

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012.⁴ 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.

⁴ 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

16. Provide the description of indicators in the relevant formats – CDI team
17. Review the descriptions per indicator – in-country team & CDI team
18. Send the formats adapted to the SPO to CFA and SPO – in-country team (formats for SPO) and CDI team (formats for CFA)
19. Collect, upload & code the documents from CFA and SPO in NVivo – CDI team
20. Organise the field visit to the SPO – in-country team
21. Interview the CFA – CDI team
22. Run the endline workshop with the SPO – in-country team
23. Interview SPO staff – in-country team
24. Fill-in observation sheets – in-country team
25. Interview externals – in-country team
26. Upload and auto-code all the formats collected by in-country team and CDI team in NVivo – CDI team
27. Provide to the overview of information per 5c indicator to in-country team – CDI team
28. Analyse data and develop a draft description of the findings per indicator and for the general questions – in-country team
29. Analyse data and develop a final description of the findings per indicator and per capability and for the general questions – CDI team
30. 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 code 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.

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

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

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

Background information on process tracing

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

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

Theory testing process tracing uses a theory from the existing literature and then tests whether evidence shows that each part of hypothesised causal mechanism is present in a given case, enabling within case inferences about whether the mechanism functioned as expected in the case and whether the mechanism as a whole was present. No claims can be made however, about whether the mechanism was the only cause of the outcome.

Theory building process tracing seeks to build generalizable theoretical explanations from empirical evidence, inferring that a more general causal mechanism exists from the fact of a particular case.

Finally, explaining outcome process tracing attempts to craft a minimally sufficient explanation of a puzzling outcome in a specific historical case. Here the aim is not to build or test more general theories but to craft a (minimally) sufficient explanation of the outcome of the case where the ambitions are more case centric than theory oriented.

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

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

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

Selection of SPOs for 5C process tracing

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

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

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

ETHIOPIA

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

Table 1

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

Capability to:	AMREF	CARE	ECFA	FSCE	HOA-REC	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 – India⁵

Capability to:	BVHA	COUNT	DRIST I	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

⁵ 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).

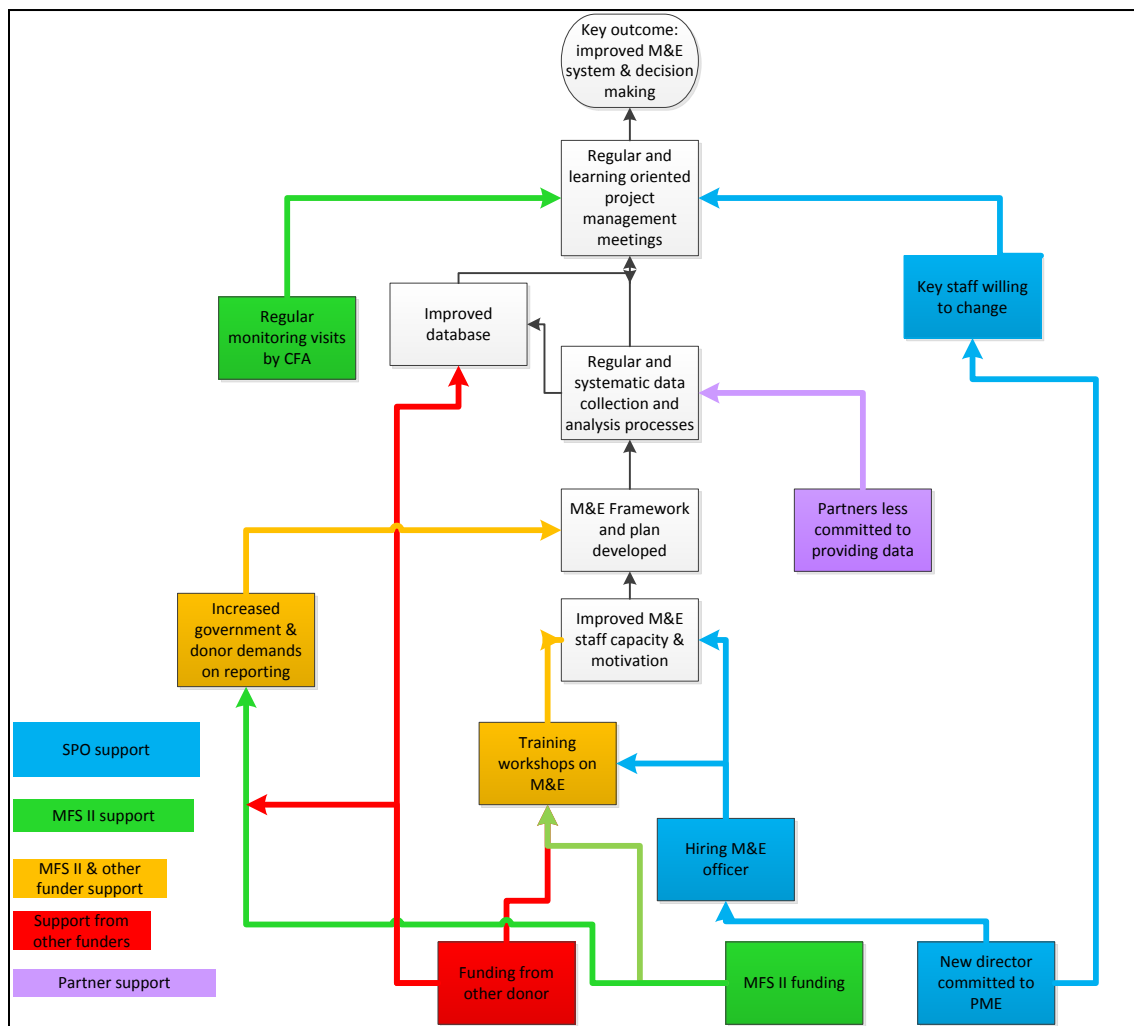


Figure 1 An imaginary example of a model of change

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

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

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

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

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

Quality assurance of the data collected and the evidence it provides for rejecting or confirming parts of causal explanations are a major concern for many authors specialised in contribution analysis and process-tracing. Stern et al. (2012), Beach and Pedersen (2013), Lemire, Nielsen and Dybdal (2012), Mayne (2012) and Delahais and Toulemonde (2012) all emphasise the need to make attribution/contribution claims that are based on pieces of evidence that are rigorous, traceable, and credible. These pieces of evidence should be as explicit as possible in proving that *subcomponent X causes*

subcomponent Y and ruling out other explanations. Several tools are proposed to check the nature and the quality of data needed. One option is, Delahais and Toulemonde’s Evidence Analysis Database, which we have adapted for our purpose.

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

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

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

<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.

1.4 Explaining factors – evaluation question 4

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

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

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

1.5 Methodological reflection

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

Use of the 5 core capabilities framework and qualitative approach: this has proven to 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.

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

The capability to act and commit;

The capability to deliver on development objectives;

The capability to adapt and self-renew;

The capability to relate (to external stakeholders);

The capability to achieve coherence.

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

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

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

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

Capability to act and commit

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

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

There exists a responsive, transparent, collective and accountable leadership role in HUNDEE. The leadership actually and effectively engages in all organizational aspects, including strategic and operational issues. The Board of Directors is helping the organization to define the strategic directions, and most importantly advises the management team on coping with changing circumstances on a quarterly, bi-annual and annual basis. In general, the influence of the board in the decision making process of the organization improved since the baseline. The Board is more engaged in providing general guidance to the management team, and demands evidence in respect to implementation of its recommendations. The Board has been helpful in guiding the management to achieve program outputs and outcomes and fully acts and speaks as the owner of the organization. The Board and management have made efforts to represent HUNDEE within the civil society landscape as one of the most effective and legitimate organisations among its constituencies and partners. Staff members of HUNDEE noted that strategic issues are identified and solutions sought in participation with all concerned bodies throughout the structure of the organization. Bi-annual staff review meetings have been organized and conducted to discuss strategic issues and solicit solutions for challenges. Management became more responsive and action-oriented, and reflections on the feed backs of project monitoring have taken place when needed. On the other hand, some staff members indicated that the manner of leadership is still the same with the same Managing Director who has continued to engage in all organizational aspects, including strategic and operational issues through support and encouragement by ICCO. Through the Consortium framework (C6NGO), the leadership skills of both the management and staff have been enhanced through shared trainings and exchanges.

Score: From 4 to 4.5 (slight improvement)

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

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

HUNDEE is currently implementing the five year strategic plan developed before the baseline period that enabled the organization to identify and effectively work on core organizational issues and strategies. Hence, HUNDEE has been focused on the realization of its long-term objectives and goal through organizational development, improving the resource base/funding of the organization, enhancing on-going learning through consistent application of PME, maintaining and enforcing good public relations, and ensuring program quality and outreach expansion since the baseline. Particularly,

the focus of the organization for the last two years was on getting more funds through preparing competent proposals and timely reporting. The strategic direction was not updated since the baseline. According to some staff members in the self-assessment, HUNDEE leadership used to give strategic guidance based on the organizations values rooted in helping the community, and this has continued since the baseline. This approach is still considered satisfactory according to these members of staff. Most staff members stated that HUNDEE has improved its capacity to cascade values and principles of the organization to all staffs and stakeholders through periodic workshops on a bi-annual basis. Mentoring and coaching are part of the overall process of organizational management at HUNDEE. The top management has created a conducive environment for experience sharing and performance monitoring among the different branch offices, and improved top management responsiveness to requests of area offices and backstopping. The board and management meetings are held on a more regular basis. The Board has approved a new organization chart that allowed program teams to focus more on thematic or program areas under a Program Department, rather than on managerial issues. The new organizational structure has allowed the staffs under the program unit to focus on program implementation than managerial issues. The administration and finance department is reorganized to give effective support to the programs and accountability lines have been made very clear after the baseline. Both the Board and the Management Team felt that the old structure needed to be replaced by a new one that will be congruent to the considerable expansion of the organization, both in terms of geography and new themes it tries to address. Some staff members noted that engaging in continuous organizational learning and in-house reflection has significantly enhanced capacity of the top management and the whole staff in understanding current development discourses as well as helped to further refine and enrich intervention approaches, strategies and programs for better results.

Score: From 3.5 to 4 (slight improvement)

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

This is about staff turnover.

There has been no staff turnover in HUNDEE since the baseline. Rather most of the staffs particularly the senior staff members have been working for more than ten and above years in the organization due to the existing enabling working environment. The basic reason is that commitment, supportive leadership and collegial relationship has existed in the organization. Most of the staff who participated in the baseline assessment were present in the end line assessment. There was no leadership change which could have created an unstable environment. Besides, some staff members who are working on the VCD and C4C projects did not leave the organization, and seem to be highly motivated due to the nature and innovativeness of the work they are involved in.

Score: From 4 to 4.25 (very slight improvement)

1.4. Organizational structure: 'Existence of clear organizational structure reflecting the objectives of the organization'

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

The organizational structure has been improved to capture the new arrangement in mainstreaming M&E and gender since the baseline. The organization has updated its organogram (organizational structure) in 2014 and all staff members were fully engaged during the development process and final discussion. Besides, the new organizational structure clearly defined roles and responsibilities of the staff and there is a well-articulated job description for each staff member. In addition to the commitment of the management and Board of Directors, ICCO has helped the organization in discharging of duties and responsibilities both at organizational level and particularly in value chain and ICT project implementation. Different donors also encouraged the development of clear organizational structures and the segregation of staff duties.

The Board has approved a new organization chart that allowed program teams to focus more on thematic or program areas under a Program Department. The administration and finance department is reorganized to give effective support to the programs and accountability lines have been made very clear after the baseline. Both the Board and the Management Team felt that the old structure needed to be replaced by a new one that will be congruent to the considerable expansion of the organization, both in terms of geography and new themes it tries to address.

Score: from ? (no baseline information) to 4

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

Strategies are well articulated in HUNDEE in a way that situation analysis and monitoring and evaluation are used to inform strategies. The organization consistently reviews and aligns organizational systems, policies, procedures and programs to adequately reflect HUNDEE's commitment to gender equality and to enhance organizational competitiveness in the changing environment by the end of the planned period. To ensure this, the organization has prepared a TOR to conduct an organization-wide assessment, annual participatory review and reflection forums, situation analysis and establishing a gender audit task force. This was described in the 2013 annual plan and has been implemented.

Score: from ? (No baseline information) to 4

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.

HUNDEE day to day operations were already in line with the strategic plan and there was no change in this regard. HUNDEE has an annual plan which is aligned to the strategic plan as well as the government development plan (National Transformation Plan). There are joint project activities plans at project offices through the involvement of different stakeholders at community level and review meetings take place quarterly and bi-annually at each respective area office. The project operations are developed into monthly and weekly action plans. There is also effective monitoring and evaluation by the head office team and area office as well as by external consultants. HUNDEE field staffs, due to regular trainings and capacitating activities within the C6NGO framework (MFS II), were able to improve their planning, monitoring and follow up, and reporting of project activities. Efforts were made to focus on outcomes rather than outputs in their reports. Accordingly, significant changes have been observed in the quality of the reports. However, it was noted that often plans are not implemented within the given time frame, and delay of implementation has been observed. This is sometimes due to delays in approvals from local authorities which is to a large extent caused by the NGO law. Besides, before the baseline there was an accountability session on a weekly basis to update progresses and revise plans but recently after the baseline this has not been repeated.

Score: from 4 to 4 (no change)

1.7. Staff skills: 'Staff have necessary skills to do their work'

This is about whether staff have the skills necessary to do their work and what skills they might they need.

Staff skill at HUNDEE has improved since the baseline particularly related to using ICT for data collection, sharing information and the use of community managed disaster risk management program implementation. The ICT skills came as a result of training as well as the infrastructure created through MFS II funds. Staff skills have improved due to experience working with HUNDEE for a long time, experience sharing, and different training and provision of ICT tools like CDMA, smart mobile, flash disc

and Wi-Fi internet access etc. Hence, basic ICT based documentation and information sharing is being practiced by both the Head office and Area offices staff through broadband and mobile internet technologies. Skills in interaction with FMOs has improved, and client satisfaction feedback is used to support FMOs. Project implementation capacity of HUNDEE staffs has been improved and this was demonstrated where 69% of the FMOs who had worked with them since 2011 were supported and graduated at the end of 2013 to effectively participate in the local market. The quality of reports also immensely improved and the reports were well aligned with contract reporting conditions by the end of 2013, which was not the case at the start of 2012 according to the CFA feedback. ICCO and other donors have helped the organization through training to improve staff skills not only in ICT but also implementation of new thematic areas like Community-based Disaster Risk Management, resilient livelihood for pastoralist communities; livestock development and marketing; principles and practices of social accountability; downward accountability etc. Some staffs noted that members of the middle managerial level (program officers) are now capable in project proposal development and are able to communicate with donors. This organizational layer has become more independent since 2012 due to the fact that the top management is becoming more confident of staff skills in this regard. There is also improved capacity of staff in the area of basic business skills and designing business investment related projects due to the provision of training for staff on basic business skill and entrepreneurship. More information about enhanced staff skills and what the training staff received it is described below in 1.8.

Score: From 3.5 to 4.5 (improvement)

1.8. Training opportunities: 'Appropriate training opportunities are offered to staff'

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

HUNDEE staff training needs assessments were undertaken at various levels and trainings were provided on different topics as identified in the "gaps analysis" since the baseline. Hence, short-term trainings on subjects quite related to the project/program engagements were facilitated for selected staff by different donors and networks. These include training on livelihood and Marketing, Child Welfare and Development, Financial Management, Project Development and Monitoring & Evaluation, Female Genital Mutilation and Harmful Traditional Practices, Women and Value Chain Development, Value Chain Development Strategies and Livelihood, Basic Computer Skills, Self-Help Groups Promotion Operational Modalities, Results Based Management, Monitoring and Evaluation Tools, Child Support Index (CSI), and Journey of Life, to mention some. These trainings were implemented in partnership with Pact Ethiopia, Oxfam Canada, ICCO, Trocaire/Cafod/Sciaf Joint Office, Consortium of Self-help groups Promoters in Ethiopia (CoSAP) and Misereor with a duration ranging from 2 to 5 days. Besides, training on financial Management, leadership and management in humanitarian works, behavioral change facilitation/techniques and tools, project development, Results Based Management, value chain theory and application including ICT in value chain, Community-Based Disaster Risk Reduction, humanitarian accountability, and social accountability, theory and practice, and CMDRR training was given based on capacity assessment. Overseas training opportunities and exchange visits have also been organized for a few senior level professionals, and the training was cascaded down to lower level functionaries. According to some staff members, HUNDEE has gone through different phases as a result of the Dutch CFA support and has adjusted itself to organizational development supported by its mentor and funder, ICCO. This support has helped the organization to stay afloat and become more effective in the promotion of farmer's marketing organizations dedicated to value chain promotion. ICCO has also helped the organization with the new orientation to become more innovative and business oriented through the organizational development program. As a result of this, HUNDEE had the opportunity to make exchange visits to Kenya and Uganda to have a feel of how NGOs are supporting farmers running their own business enterprise. There has also been regular reflection and coaching on which knowledge and experience is exchanged within the organization.

Score: From 3.5 to 4.5 (improvement)

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

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

Generally, the organization has made efforts to improve its staff remuneration. HUNDEE has made a salary revision and the salary scale was improved recently before the endline. Transport service (car at HQ) is given to core and senior staff since 2012. As mentioned during the baseline report there has been an enabling working environment for staffs in HUNDEE, and the new salary scales motivate the staff to discharge their duties and responsibilities. The newly approved organizational structure and salary scale goes with the current inflation rate and market price in the country. This is due to the fact that HUNDEE has taken a long time to realize the strong commitment of staff members by addressing issues related to salary increment and cope with inflation. HUNDEE has also revised its HR policy and provides a limited staff loan for staff in case the need arises. However, some staff members indicated that though the board and management have promised to increase the salary scale it is not yet been implemented.

Score: From 3 to 3.5 (slight improvement)

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

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

The total annual budget of the organization increased from 25 million in 2012, to 33 million in 2013, and 50 million in 2014. As a result the HUNDEE intervention area increased from seven decentralized offices to nine area offices. This is due to the fact that managerial capacity in lobbying with different donors for resources mobilization has improved and the credibility of the organization (due to good performance) has also increased. Besides, the organization has focused on development of competitive proposals and there was a call to participate in an innovative fund in 2013 by ICCO. New donors have started to support the organisation financially since the baseline. HUNDEE is now operating in new areas like pastoral areas and with new interventions related to health issues for instance. Besides, HUNDEE management works on resources mobilization through diversifying its donors: the SPO has managed to secure funding for multi-year (3-5 years) projects, e.g. HAM Foundation and Malt Barley projects. Positive developments are also that the Oromia regional State recommends some donors to come and work with HUNDEE due to its good image as an effective and accountable grassroots organization. In summary, the source of funding has been diversified and the level of funding has been increasing overtime since the baseline. For instance, the total annual budget of the SPO has increased by about 50%. ICCO worked well with HUNDEE to fund-raise through quality-assurance of their proposals, and fund management. This was reflected for instance in the project proposal of Malt Barley projects.

Score: From 4 to 5 (improvement)

1.9.3. Funding procedures: 'Clear procedures for exploring new funding opportunities'

This is about whether there are clear procedures for getting new funding and staff are aware of these procedures.

HUNDEE has revised its organizational structure in a way that includes fundraising, proposal development and income generation through designating specific people for resource mobilization. Senior management and the General Manager are responsible for resource mobilization and are engaged in approaching different donors through lobbying and competing in different calls for proposals. Program managers also involved in resource mobilisation. Responsibility for resource mobilization is better defined for HUNDEE management and competent staff in developing project proposals. Besides,

quality of proposals improved to operate in the competitive environment for funding since both the numbers and quality of staff increased since the baseline. According to the some staff, there is no new way of getting funds like organizing events for fundraising and no separate unit for fundraising in the organization. The main issue is that there is a more pro-active approach to tapping into available sources of funding.

Score: From 4 to 4.5 (slight improvement)

Summary of capability to act and commit

There exists responsive, transparent, collective and accountable leadership role in HUNDEE. The leadership effectively engages in all organizational aspects, including strategic and operational issues. The Board of Directors is helping the organization in defining the strategic directions, and most importantly, on a regular basis advises the management team on coping with changing circumstances. HUNDEE has been focused on the realization of its long-term objectives and goal through organizational development, improving the resource base/funding of the organization, enhancing on-going learning through consistent application of PME, maintaining and enforcing good public relations, and ensuring program quality and outreach expansion. There has been no staff turnover in HUNDEE since the baseline. Rather, most of the staff members (particularly the senior ones) have been working at the organization for more than ten and above years due to the existing enabling working environment. Most of the staff who participated in the baseline assessment were present in the end line assessment. A new organizational structure clearly defines roles and responsibilities of staffs and hence there are well-articulated job descriptions of staff. Besides, strategies are well articulated at HUNDEE in a way that situation analysis and monitoring and evaluation are used to inform strategies. HUNDEE day to day operations were already in line with the strategic plan. HUNDEE field staffs, due to regular trainings and capacitating activities within the C6NGO framework (MFS II), were able to improve their planning, monitoring and follow up, and reporting of project activities. Efforts were made to focus on outcomes rather than outputs in their reports. Accordingly, significant changes have been observed in the quality of the reports. Staff skill at HUNDEE has improved since the baseline particularly in relation to using ICT for data collection and sharing information, and use of community managed disaster risk management program implementation. HUNDEE staff training need assessments were undertaken at various levels and trainings were provided on different topics as identified in the gaps analysis. Short-term trainings on subjects quite related to the project/program engagements were facilitated for selected staff by different donors and networks. Regarding incentives, HUNDEE reasonably improved the salary scale, although some staff indicated not to have seen this taken place, while a transport service has been given to core and senior staff since 2012. The organization's funding sources have improved, hence the total annual budget of the organization increased from 25 million in 2012, to 33 million in 2013, and 50 million in 2014. As a result HUNDEE intervention areas increased from seven decentralized offices to nine area offices. Funding procedures changed in the sense that fundraising, proposal development and income generation are specifically designated to senior management and the general manager and, in collaboration with program staff, are more proactive in terms of resource mobilization and engaged in approaching different donors through lobbying and competing in different calls for proposals.

Score: from 3.7 to 4.2 (slight improvement)

Capability to adapt and self-renew

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

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

Participatory project monitoring has become practice in HUNDEE and has not changed greatly since the baseline. HUNDEE regularly conducts participatory monitoring and downward accountability. These lessons are adopted continuously. TROCAIRE and other donors have given training on downward

accountability and HUNDEE has developed a draft organizational accountability framework and oriented staff members on accountability and complaint handling. Staff capacity to exercise and internalize the accountability framework has increased. Hence, HUNDEE has started to document best practices (for example, downward accountability implementation process, disaster risk practices, livelihood enhancement projects, etc.) to use for scaling up. The organization has also refined and continuously adapted data collection tools, and conducted participatory review and reflection. There is internal reflection to improve M&E activities. The organization has established an M&E team for each unit to make the entire staff (programs and finance and administration) to get involved on issues of monitoring and evaluation in a regular basis. Accordingly seven teams were established under the Monitoring & Evaluation unit that strengthened the existing M&E system. Hence, frequency of monitoring increased along with the increased number of staff involved, and training on MEL (Monitoring, Evaluation and Learning) was provided for staff. Therefore, the involvement of all program units has improved in the application of M&E and reflection on the feedback generated through monitoring and evaluation has improved. On top of this, ICCO has over time been supporting HUNDEE to effectively implement its M&E activities through providing technical support and introduction of various approaches. Information on activities, results and finance are put together and analyzed while monitoring and evaluating its programs at various levels. Information at outcome and impact level are now given attention, well analyzed and documented. ICCO, through MFSII funding, has supported strengthening of the capacity of the SPO through monitoring and exposure visits. Moreover, linking and learning across the East African Region facilitated by ICCO has also benefited HUNDEE in this regard. Quality and practicability of indicators have improved, and an information gathering template has been developed and practiced.

Score: From 4 to 4.5 (slight improvement)

2.2. M&E competencies: 'Individual competencies for performing M&E functions are in place'

This is about whether the SPO has a trained M&E person; whether other staff have basic understanding of M&E; and whether they know what information to collect, how to process the information, how to make use of the information so as to improve activities etc.

The organization has established an M&E team for each unit to make the entire staff (programs and finance and administration) to get involved on issues of monitoring and evaluation in a regular basis. Accordingly seven teams were established under the Monitoring & Evaluation unit that strengthened the existing M&E system. Hence, frequency of monitoring increased along with the increased number of staff involved, and training on MEL (Monitoring, Evaluation and Learning) was provided for staff. Staffs understanding about the importance of monitoring and evaluation and their attitude towards this has improved. Frequent orientation on the importance and functionality of monitoring and evaluation has been given to staff at all levels by the senior staff. ICCO and other donors have strong interest in strengthening of M&E to ensure quality performance of projects, and in capacitating senior staff in Performance Impact Monitoring (PIM) development. Although staffs were trained on PIM by ICCO they have not continuously used it because of budget limitations. Besides, M&E unit staffs have enough understanding to practice M&E. The training on downward accountability was provided by ICCO through hiring a consultant, Jerry from Kenya in 2012 and 2013. Almost all project staff has good knowledge of M&E through joint and shared capacity support under the C6NGO framework. Furthermore, the organization has conducted a capacity building for 70 staff at the end of 2014. There is a responsible person to coordinate the M&E activities. HUNDEE area office staff members are more aware of results/outcomes reporting. The malt barley project plan also verified this by saying that HUNDEE and other consortium members performed frequent follow up and monitoring on the general situation of the target group. TROCAIRE and other donors have given training on downward accountability and HUNDEE has developed a draft organizational accountability framework and oriented staff members on accountability and complaint handling. Staff capacity to exercise and internalize the accountability framework has increased.

Score: From 4 to 4.5 (slight improvement)

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

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

HUNDEE has showed slight improvement in this regard with focus at the level of outcomes and impact, and in terms of processing and utilizing the M&E information. For this to be effective interdisciplinary teams were established to support M&E to report at output and outcome levels. The M&E findings have been considered and were utilized in project development. The lessons learnt were shared among project staff and senior management at head office level. Staffs have now a better idea about how the information produced from M&E can be used as an input in the organization's future strategic direction. However, information that is used for future strategies is obtained by external evaluators most of the time. ICCO and other donors also encourage using lessons learnt from the monitoring and evaluation findings. As a result, the organization has started to incorporate outcome and impact in monitoring and reporting. In response, donors have provided feedback on reports focusing on outcomes rather than activities and outputs. Although staffs were trained on PIM (Performance Impact monitoring) by ICCO they have not continuously used it because of budget limitations.

Score: From 4 to 4.25 (very slight improvement)

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

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

HUNDEE has established a grievance committee to resolve conflicts and manuals are prepared due to the introduction of downward accountability. The training on downward accountability was provided by ICCO through hiring a consultant, Jerry from Kenya in 2012 and 2013. Besides, field staff meetings that are held on a quarterly, bi-annual and annual basis, have also been organized to reflect ideas and views. There have been frequent meetings with program personnel to reflect on program/operational issues and staff are free to reflect on any issue. The top management also inspires critical reflection among staffs at all levels and there is a good culture to adapt new initiatives that are important for the organization. The organization has also felt that engaging in continuous organizational learning and in-house reflection has significantly enhanced organizational leaders, management and project staff members in understanding the current development discourses as well as in further refining and enriching intervention approaches, strategies and programs for better results. It was also evident in the organization 2014 annual plan, where HUNDEE has institutionalized transparency and collective decision making by the end of 2014.

Score: From 4 to 4.5 (slight improvement)

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

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

The organization still has a flat not hierarchical kind of organizational system and as a result the door is open for all staffs to reflect ideas. Ideas of all staff members on new findings are appreciated by management and by senior staff. Moreover, new findings generated during evaluation and implementation are strongly appreciated and the management is committed to strengthen results. Staff members have full freedom to bring new ideas and their ideas are used for the implementation of the program. There is a high freedom to present one's own ideas and the environment motivates staff to be innovative in implementing objectives of the organization. Ideas are always welcomed and used

based on its relevance and feasibility. It is observed that all HUNDEE staffs especially technical staffs are free to forward ideas that contribute to effectiveness and efficiency of programming and implementation of activities.

Score: From 4 to 4 (no change)

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

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

In this regard according to the self-assessment, HUNDEE has been operating in a similar way as the base line period. Most of the activities in scanning the environment were done by the General Manager, senior staff and project coordinators. The strategic plan of the organization has stated that while mechanisms for scanning the environment remain relevant even today, the fact that HUNDEE is working with other NGOs has expanded channels of getting information.

Score: From 3.5 to 3.75 (very slight improvement)

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

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

HUNDEE has enhanced the implementation of downward accountability and this has helped to get trust from the community. This is due to the fact that all the project activities are clearly explained or communicated to the community, and the government-NGO forum has been used to explain the operations of HUNDEE. The commitment of the staff and the awareness training given to stakeholders influenced this change. TROCAIRE and other donors have given training on downward accountability and HUNDEE has developed a draft organizational accountability framework and oriented staff members on accountability and complaint handling. Staff capacity to exercise and internalize the accountability framework has increased. Hence, HUNDEE has started to document best practices (for example, downward accountability implementation process, disaster risk practices, livelihood enhancement projects, etc.) to use for scaling up. Besides, social accountability projects implemented by HUNDEE have contributed to the promotion of downward accountability. Moreover, stakeholders are familiarized on HUNDEE's problem handling mechanism during the project launching workshop. Based on the report of the seminar on downward accountability and client feedback mechanism in 2012, farmers have become more critical and take part in decision-making, more than before, while fieldworkers and staff have become more responsive to the needs of their clients.

Score: From 4 to 4.25 (Very slight improvement)

Summary capability to adapt and self-renew

Participatory project monitoring has become practice in HUNDEE and has not changed greatly since the baseline. HUNDEE regularly conducts participatory monitoring and downward accountability. These lessons are adopted continuously. TROCAIRE and other donors have given training on downward accountability and HUNDEE has developed a draft organizational accountability framework and oriented staff members on accountability and complaint handling. Staff capacity to exercise and internalize the accountability framework has increased. Hence, HUNDEE has started to document best practices to use for scaling up. The organization has also refined and continuously adapted data collection tools, and conducted participatory review and reflection. There is internal reflection to improve M&E activities. Quality and practicability of indicators has improved, and the information gathering template is

developed and practiced. There is more of a focus on collecting data at outcome level, and information generated informed strategic decision-making. However, training on Programme Impact Measurement provided by ICCO is not always implemented by staff due to lack of budget. Furthermore outcome level information is mainly collected by external evaluation consultants. The M&E findings have considered and utilized in project development and lesson learnt shared among project staff and senior management at head office level. Staffs have now better idea about how the information produced from M&E is used as an input in the organization's future strategic direction. On the other hand, HUNDEE have established grievance committee to resolve conflicts and manuals are prepared due to the introduction of downward accountability.

The organization has established an M&E team for each unit to make the entire staff (programs and finance and administration) to get involved on issues of monitoring and evaluation in a regular basis. Staffs understanding about the importance of monitoring and evaluation and their attitude has improved. Frequent orientation on the importance and functionality of monitoring and evaluation has been given to staff at all levels by the senior staff. Besides, M&E unit staffs have enough understanding to practice M&E. Frequency of monitoring increased along with the increased number of staff involved, and training on MEL (Monitoring, Evaluation and Learning) that was provided for staff.

Regarding critical reflection, field staff meetings are held on a quarterly, bi-annual and annual basis, so as to reflect ideas and views. There have been frequent meetings with program personnel to reflect on program/operational issues and staff are now free to reflect on any issue. The top management also inspires critical reflection among staffs at all levels and there is a good culture to adapt new initiatives that are important for the organization. New findings generated during evaluation and implementation are appreciated and the management has committed to strengthen results. Most of the activities in scanning the environment were done made by the General Manager, senior staff and project coordinators, and is mainly based on collaborating with other NGOs.

Score: from 3.9 to 4.2 (slight improvement)

Capability to deliver on development objectives

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

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

The planning procedures follow the project proposal document and the operational plan is prepared at head office level. The project activities are first explained and discussed with project staff. Confusion in implementation is reduced by creating awareness through lessons from projects assessment reports and recommendation as well as feedback during field visits. Besides, consortium meetings and discussions have helped in clarifying project activities. Moreover, most organizations (donors) have now allowed to revise plans based on feedback and this helps to clarify the issues which are not clear. There is a systematic induction for new employees and intensive orientation for finance personnel. Unlike the baseline period, HUNDEE has considered financial inflation during project proposal development and there is no budget shortage for project implementation. Projects are timely implemented due to better planning practices, appropriate allocation of staff, and frequent follow-up on the projects by the M&E staff and supervisors. Activities are specifically assigned to each staffs involved in the project and hence timely follow up of project implementation is being achieved. Every project officer, finance department and area office coordinator has a copy of the project implementation plan and budget so that everyone is well aware of the implementation plan. Every year an operational plan with budget is prepared and submitted to CSO as well as shared with each area office. According to the CFA assessment, all projects have an operational plan and budget, and the plans are used in the day to day activities. An improvement is noted in submission of operational plans. However, the financial status of the project is not timely communicated.

Score: From 4 to 4.25 (Very slight improvement)

3.2. Cost-effective resource use: 'Operations are based on cost-effective use of its resources'

This is about whether the SPO has the resources to do the work, and whether resources are used cost-effectively.

HUNDEE planning and resource allocation have improved, and appropriate persons for budget control and planning are assigned (such as a budgeting officer). Training on budget tracking was provided to relevant staff by other donors (non-MFS II). Some staff members stated that though it is difficult to conduct input-output analysis, the organization has given due attention to the cost effective approach without compromising quality services. The allocation of operational and administration costs are guided by the 30/70 CSO guideline, and the community and other stakeholder's contributions are being recorded. Some staffs noted that unless the situation unexpectedly changes, the budget is expensed as planned. Besides, vehicle-related costs are expensed according to the budget line item in the project. Nevertheless the vehicle maintenance cost is huge for which the organization has to generate money from different funding sources. There is proportionally less administration cost compared with the baseline period in the organization.

Score: From 3.5 to 4 (slight improvement)

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

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

HUNDEE has sustained its strength in delivering planned outputs as specified in the agreement. It was seen that project implementation capacity of HUNDEE staff has been improved and this was demonstrated for example where 69% of the FMOs who had worked with them since 2011 were supported and have graduated at the end of 2013 to effectively participate in the local market. However, monitoring and evaluation has been organized in a new way that core program and finance staff take a leading role to easily monitor projects and programs of the organization. HUNDEE has started a new reporting system that consists of an output reporting system to check whether the planned outputs of both physical and financial performance are attained. The M&E unit uses this as a bench mark for further analysis. According to the CFA assessment, there has been an improvement in delivering the required planned outputs as per the plan. Plans are implemented as expected in some projects whereas in others set targets may not be fully met due to financial constraints, delays in release of finances and procurement as a result of bureaucratic procedures.

Score: From 4 to 4 (no change)

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

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

In this regard, HUNDEE has put in place systems and tools to measure client satisfaction through regular monitoring meetings with different committees and beneficiaries that fully participate in the whole process of the project. Unlike during the time of the baseline, downward accountability tools are mainstreamed in all program levels due to the fact that organization-wide trainings were given on downward accountability tools including client satisfaction to exercise in various projects by ICCO, CCRDA, KNH, CST, and ESP2. HUNDEE has involved target groups right from inception to the whole process of a project. The organization conducts participatory project evaluations that involve stakeholders and adjustments are made on critical needs of target groups. Participatory discussions with beneficiaries take place at different stages of a project including design, implementation and evaluation stage. Workshops, field visits and stakeholder consultation forums have been pointed out as

mechanisms through which the organization checks whether services meet beneficiary needs. Beneficiaries also provide feedback on the quality of services they are getting from the SPO.

Score: From 4 to 4.5 (slight improvement)

3.5. Monitoring efficiency: 'The organization monitors its efficiency by linking outputs and related inputs (input-output ratio's)'

This is about how the SPO knows they are efficient or not in their work.

Due attention is given and results were realized to measure both at head office and area offices the implementation of projects as per plan, and accomplishments in terms of outputs realised, timeliness and resource allocation. E

To increase efficiency in budget utilization the organization assigned a budget officer. In addition to the M&E unit, the newly assigned Program Operation Department took responsibility to oversee organizational project budget utilization and activity implementation. The organization has improved communication between the top management and staff members, and the frequency of field visit and data collection was increased. However, there is no formal system for input-output ratio analysis. Finance and program departments have not yet routinized the discussion of cost efficiency.

Score: From 3.5 to 3.5 (no change)

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

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

In this regard, HUNDEE has gone through the principle of 'value for money' in all resource utilization. Both the economic use of resources and delivery of standard quality outputs are checked and all staffs are well aware about quality services through the experience that they've gained over the years. As indicated in the baseline, HUNDEE has also not yet developed an efficiency-quality guideline and made no progress in this regard.

Score: From 4 to 4 (no change)

Summary capability to deliver on development objectives

HUNDEE has considered inflation during project proposal development and there is no budget shortage for project implementation. Operational plans prepared at head office level. Confusion in implementation is reduced by creating awareness through lessons from projects assessment reports and recommendations as well as feedback during field visits. Every year operational plans with budgets are prepared and submitted to Civil Society Organisations as well as shared with each area office. Hence, all projects have an operational plan and budget, and the plans are used in the day to day activities. HUNDEE planning and resource allocation have improved and an appropriate person for budget control and planning has been assigned (like budgeting officer). This showed the organization has given due attention to the cost effective approach without compromising quality services. HUNDEE has sustained its strength in delivering planned outputs as specified in the agreement. However, the monitoring and evaluation unit has been organized in a new way that core program and finance staffs take a leading role to easily monitor projects and programs of the organization. Plans are implemented as expected in some projects whereas in others set targets may not be fully met due to financial constraints, delays in release of finances and procurement as a result of bureaucratic procedures. HUNDEE has put in place systems and tools to measure client satisfactions through regular monitoring meetings with different committees and beneficiaries are fully participating in the whole process of a project. Unlike during the time of the baseline, downward accountability tools are mainstreamed in all

program levels due to the fact that organization-wide trainings were given on downward accountability tools including client satisfaction to exercise in various projects funded by ICCO, CCRDA, KNH, CST, and ESP2. In addition to the M&E unit, the newly assigned Program Operation Department took responsibility to oversee organizational project budget utilization and activity implementation. Both the economic use of resources and delivery of standard quality outputs are checked and all staffs are well aware about quality services.

Score: from 3.8 to 4.0 (very slight improvement)

Capability to relate

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

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

HUNDEE involves its stakeholders at program formulation and implementation levels, and the organization maintains good relationships with its stakeholders, even though there is limited engagement on policy matters according to the CFA assessment. HUNDEE staffs hold regular meetings with stakeholders during project launching, planning, review workshops, reporting and feedback sessions, and the SPO is open to collaboration with stakeholders. Stakeholders participate from problem identification to evaluation, and their inputs are taken seriously. HUNDEE has engaged with the existing and new networks like the consortium of self-help groups Ethiopia. According to the staff self-assessment, HUNDEE has always tried to look out of the box and learn from the experience of other organizations with which they have working relationships. For example the organization has limited experience in working in pastoralist and agro-pastoralist areas of the country. Open mindedness of the organization in close alliance with NGOs that have tangible experience working with pastoralist communities make it possible to engage with these target groups.

Score: From 4 to 4 (no change)

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

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

HUNDEE's top leaders and management team recognize and value the role that partnership and networking has between civil society organizations and other relevant development actors can play in the design, implementation and effective delivery of development services. Hence, the organization has improved its bargaining power as a result of engagement in networks which in turn helps to get and provide information as well as share experience. Furthermore, major donors showed a clear preference for applications coming from alliances rather than from single competitors. Due to this reason, the organization has joined a number of such alliances either as a member or as a lead agency due to increased recognition of HUNDEE among network organizations. This was evident in the annual performance report in 2012 where HUNDEE is currently a member of such national consortiums and networks as CCRDA (Consortium of Christian Relief and Development Association), PANE (Poverty Action Network of Ethiopia), harmful traditional practices (HTP's) national Network, CoSAPE (Consortium of Self-Help Group Approach promoters in Ethiopia) and the like. At regional level, HUNDEE is one of the founding members of NeCSO (Network of Civil Society organizations in Oromia) and also part of the steering committee of the GO-NGO forum currently headed and hosted by the government of the regional state. In addition, HUNDEE is currently promoting the implementation of a three year value chain development project in partnership with and consortium of six local NGO's. In sum, HUNDEE has actively participated in different networks and forums and plays a leadership role in

the networks , such as CCDRA, 6NGO forum, due to the fact that understanding the need in working with networks by the top management has improved and due to ICCO's advice to work in networks. Besides, the FED Alliance/Consortium of 6 NGOs pioneered by ICCO is expressing an interest to work together even when the program is over in December 2014. A good example of this is the expression of intent of working as alliance for the Clinton Foundation project on value chains with small farmers producing maize and soya beans for producing supplementary food for children.

Score: From 4 to 4.25 (very slight improvement)

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

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

HUNDEE had good culture in this regard and has maintained it because engaging in effective networking and collaboration with key stakeholders and all boundary partners is crucial for smooth implementation of development programs/projects and delivery of efficient, effective and quality of services to the intended beneficiaries. The program managers, M&E unit and focal persons frequently visit target beneficiaries. Frequent field monitoring and evaluation by different donors has been undertaken. There is continued improvement of community satisfaction in HUNDEE development services and increased community responsiveness. In the seminar report on downward accountability and client feedback mechanisms in 2012 showed that farmers have become more critical and take part in decision-making, more than before. Fieldworkers and staff have become more responsive to the needs of their clients.

Score: From 4 to 4.25 (very slight improvement)

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

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

HUNDEE has improved communication and information sharing due to better internet access through the support of the ICT project for ICT training and provision of ICT materials like smart mobiles and Wi-Fi internet supported by ICCO. There is a good communication system with top management both upwards, and horizontally within the organization. The improved access to telephone and internet between HUNDEE office and field offices has facilitated efficient communication and information exchanges among staff members and stakeholders. Besides, the new organizational structure opens a door for a formal communication and documentation system that enables every individual to present their ideas freely at every level of the organizational structure. Staffs have open access to communicate with top management and board when needed.

Score: From 4 to 4.25 (very slight improvement)

Summary capability to relate

HUNDEE involves its stakeholders at program formulation and implementation levels, and the organization maintains good relationships with its stakeholders even though there is limited engagement in terms of developing policies and strategies for HUNDEE, according to the CFA assessment. HUNDEE staffs hold regular meetings with stakeholders during project launching, planning, review workshops, reporting and feedback sessions, and the SPO is open to collaboration with stakeholders. Stakeholders participate from problem identification to evaluation, and their inputs are taken seriously. HUNDEE has engaged with the existing and new networks like the consortium of

self-help groups Ethiopia. HUNDEE's top leaders and management team strongly recognize and value the role that partnership and networking between civil society organizations as well as with other relevant development actors can play in the design, implementation and effective delivery of development services. Hence, the organization has improved its bargaining power as a result of engagement in networks which in turn helps to get and provide information as well as share experiences.

HUNDEE is currently a member of such national consortiums and networks as CCRDA (Consortium of Christian Relief and Development Association), PANE (Poverty Action Network of Ethiopia), and harmful traditional practices (HTP's) national Network, CoSAPE (Consortium of Self-Help Group Approach promoters in Ethiopia) and the like. At regional level, HUNDEE is among the founding members of NeCSO (Network of Civil Society organizations in Oromia) and is also part of a steering committee of the GO-NGO forum currently headed and hosted by the government of the regional state. There is continued improvement of community satisfaction in HUNDEE development services and increased community responsiveness. In the seminar report on downward accountability and client feedback mechanisms in 2012 showed that farmers have become more critical and take part in decision-making, more than before. HUNDEE has improved communication and information sharing due to better internet access through the support of ICT project for ICT training and provision of ICT materials like smart mobile and Wi-Fi internet provided by ICCO. There is good communication system with top management both upwards and horizontally within the organization.

Score: from 4 to 4.2 (very slight improvement)

Capability to achieve coherence

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

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

There has been increased awareness of staff on the vision, mission and strategy of HUNDEE, and staff have been involved in this process, which also created a sense of ownership. Considerable improvement can be seen at the strategy and policy level due to regularity and efficient participation of the board and staff. Vision, mission and strategies are to be regularly discussed in the organization according to the HUNDEE 2012 Plan Background information, although it is not clear whether this is also being done. The organization has reviewed the vision, mission and program objectives to add a more gender sensitive perspective. Strategic documents and project proposals are designed in line with this. Furthermore, each work unit has the responsibility to introduce new employees to the vision, mission and values of the organization and induction is given priority by HUNDEE.

Score: From 4 to 4.25 (very slight improvement)

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

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

There was a strong reminder from the board to revisit all policies and guidelines to facilitate smooth functioning of the organization. Due to this, some changes have been made, but the work is still in progress. Management is fully cognizant of the urgency of updating policies, manuals and while fully engaged in developing new ones. Hence, HUNDEE has produced a draft code of conduct and a child protection policy. The financial manual was also revised to capture the costs of programs and activities. The HR and financial policies are updated or revised to capture the current situation. Moreover, the organization has developed a Disaster Risk Reduction (DRR) guideline through the support of ICCO. The training and coaching provide by MFSII partners and the Regional Office on finance matters and

issues were useful inputs for the revision exercise that has been going on. The SPO has also drawn lessons for the preparation of DRR manuals through the use of a risk analysis report undertaken by other partners to update the aforementioned manuals and guidelines.

Score: From 3.5 to 4.5 (improvement)

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

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

HUNDEE's previous two strategic planning documents provided a roadmap for overall organizational operations and aligning of its core programs and policy initiatives to key organizational areas. It has also served as primary source of inspiration out of which its operational plans are derived and developed during the last couple of years. Thus, all programs are more related to the organization's vision, mission and strategic objectives. HUNDEE has diversified its program and reached more areas and target groups since the baseline, but these are still in line with the vision, mission and strategies of the organization.

Score: From 4 to 4 (no change)

5.4. Mutually supportive efforts: 'The portfolio of project (activities) provides opportunities for mutually supportive efforts'

This is about whether the efforts in one project complement/support efforts in other projects.

In this regard, HUNDEE has improved a degree of complementarity and synergy between programs and this is explained by the implementation of cereal banks and value chain development, self-help groups and Dabaree projects, Community Managed Disaster Risk (CMDRR) and the livelihood enhancement program and the like. There has been a new orientation that all are responsible for the success of projects implementation in a mutually supportive manner. In the operation areas all projects are under unified leadership, and program performance assessment are included to the extent to which 'mutuality' exists between and among projects. HUNDEE has diversified its program and reached more areas and target groups since the baseline. Particularly the training on Disaster Risk Reduction given to the staff has helped the organization to improve skills on designing suitable programs and projects for the underserved nomadic communities pertaining to resilient livelihood to droughts.

Score: From 4 to 4.25 (very slight improvement)

Summary capability to achieve coherence

Vision, mission and strategies are regularly discussed in the organization. HUNDEE has reviewed the vision, mission and programs objective in a more gender sensitive manner, and strategic documents and project proposals are designed in line with this. There has been increased awareness of staff on the vision, mission and strategy of HUNDEE, and staff have been involved in this process, which is also created a sense of ownership. In terms of policy and operational documents for the organisation, HUNDEE has produced a draft code of conduct and a child protection policy. The financial manual has also been revised to capture the costs of programs and activities. The HR and financial policies are updated or revised to capture the current situation. Moreover, the organization has developed Disaster Risk Reduction (DRR) guidelines through the support of ICCO. HUNDEE's previous two strategic planning documents provided a roadmap for overall organizational operations and aligning of its core programs and policy initiatives to key organizational areas. It has also served as primary source of inspiration out of which its operational plans are derived and developed during the last couple of years. Moreover, HUNDEE has improved its degree of complementarity and synergy between programs. An example of this is with the project involving cereal banks and value chain development, self-help

groups and Dabaree projects, Community Managed Disaster Risk (CMDRR) and the livelihood enhancement program and the like.

Score: from 3.9 to 4.2 (Slight improvement)

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The Centre for Development Innovation works on processes of innovation and change in the areas of food and nutrition security, adaptive agriculture, sustainable markets, ecosystem governance, and conflict, disaster and reconstruction. It is an interdisciplinary and internationally focused unit of Wageningen UR within the Social Sciences Group. Our work fosters collaboration between citizens, governments, businesses, NGOs, and the scientific community. Our worldwide network of partners and clients links with us to help facilitate innovation, create capacities for change and broker knowledge.

The mission of Wageningen UR (University & Research centre) is 'To explore the potential of nature to improve the quality of life'. Within Wageningen UR, nine specialised research institutes of the DLO Foundation have joined forces with Wageningen University to help answer the most important questions in the domain of healthy food and living environment. With approximately 30 locations, 6,000 members of staff and 9,000 students, Wageningen UR is one of the leading organisations in its domain worldwide. The integral approach to problems and the cooperation between the various disciplines are at the heart of the unique Wageningen Approach.

