
Endline report – India, Jana Vikas MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

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Wageningen, January 2015



Report CDI-15-016

Kusters, C., Mohapatra, B.P., Sethi, S., Buizer, N.N., Das, A., Bhatra R.W, Sen P., 2015. *Endline report – India, Jana Vikas. MFS II country evaluations; Capacity of Southern Partner Organisations (5C) component*. Centre for Development Innovation, Wageningen University & Research centre. Report CDI-15-016. Wageningen.

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 India, Jana Vikas. 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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Acknowledgements

We are grateful to all the people that have contributed to this report. We particularly would like to thank the Southern Partner Organisation Jana Vikas and the Co-Financing Agency Cordaid for their endless patience and support during this challenging task of collecting the endline data. We hope that this endline report will provide useful insights to Jana Vikas, Cordaid, the synthesis team, IOB and NWO/Wotro.

The India 5C evaluation team

List of abbreviations and acronyms

5 C	Capacity development model which focuses on 5 core capabilities
ASHA	Accredited Social Health Activist
AWW	Aganwadi workers
BDO	Block Development Officer
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
CFA	Co-Financing Agency
CRS	Catholic Relief Services
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).
DWO	District Welfare Officer
EPF	Employee Provident Fund
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
GRS	Gram Rozgar Sevak Sanghas
ICDS	Integrated Child Development Services
IDEAL	Institute for Development Education and Learning
IDEI	International Development Enterprise India
IDF	India Development Foundation
IGSSS	Indo-Global Social Service Society
ITDA	Indian Tribal Development Association
JV	Jana Vikas
LIC	Life Insurance Corporation
MCDs	Minority Concentrated Districts
M&E	Monitoring and Evaluation
MFS	Dutch co-financing system
MIS	Management Information System
MNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MoMa	Ministry of Minority Affairs
NAWO	National Alliance of Women
NFI	National Foundation for India
NGO	Non-Governmental Organisation
OD	Organisational Development
PAG	Phulbani Action Group
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
SGSY	Swarnjayanti Gram Swarozgar Yajona
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
ToC	Theory of Change
VLW	Village Level Workers
Wageningen UR	Wageningen University & Research centre



1 Introduction & summary

1.1 Purpose and outline of the report

The Netherlands has a long tradition of public support for civil bi-lateral development cooperation, going back to the 1960s. The Co-Financing System (*Medefinancieringsstelsel*, or 'MFS') is its most recent expression. MFS II is the 2011-2015 grant framework for Co-Financing Agencies (CFAs), which is directed at achieving a sustainable reduction in poverty. A total of 20 consortia of Dutch CFAs have been awarded €1.9 billion in MFS II grants by the Dutch Ministry of Foreign Affairs (MoFA).

The overall aim of MFS II is to help strengthen civil society in the South as a building block for structural poverty reduction. CFAs receiving MFS II funding work through strategic partnerships with Southern Partner Organisations.

The MFS II framework stipulates that each consortium is required to carry out independent external evaluations to be able to make valid, evaluative statements about the effective use of the available funding. On behalf of Dutch consortia receiving MFS II funding, NWO-WOTRO has issued three calls for proposals. Call deals with joint MFS II evaluations of development interventions at country level. Evaluations must comprise a baseline assessment in 2012 and a follow-up assessment in 2014 and should be arranged according to three categories of priority result areas as defined by MoFA:

Achievement of Millennium Development Goals (MDGs) & themes;

Capacity development of Southern partner organisations (SPO) (5 c study);

Efforts to strengthen civil society.

This report focuses on the assessment of capacity development of southern partner organisations. This evaluation of the organisational capacity development of the SPOs is organised around **four key evaluation questions**:

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

The purpose of this report is to provide endline information on one of the SPOs involved in the evaluation: Samarthak Samiti in India. The baseline report is described in a separate document.

Chapter 2 describes general information about the Southern Partner Organisation (SPO). Here you can find general information about the SPO, the context in which the SPO operates, contracting details and background to the SPO. In chapter 3 a brief overview of the methodological approach is described. You can find a more detailed description of the methodological approach in appendix 1. Chapter 4 describes the results of the 5c endline study. It provides an overview of capacity development interventions of the SPO that have been supported by MFS II. It also describes what changes in organisational capacity have taken place since the baseline and why (evaluation question is 1 and 4). This is described as a summary of the indicators per capability as well as a general causal map that provides an overview of the key organisational capacity changes since the baseline, as experienced by the SPO. The complete overview of descriptions per indicator, and how these have changed since the baseline is described in appendix 3. The complete visual and narrative for the key organisational capacity changes that have taken place since the baseline according to the SPO staff present at the endline workshop is presented in appendix 4.

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

The overall methodology for the endline study of capacity of southern partner organisations is coordinated between the 8 countries: Bangladesh (Centre for Development Studies, University of

Bath; INTRAC); DRC (Disaster Studies, Wageningen UR); Ethiopia (CDI, Wageningen UR); India (CDI, Wageningen UR; Indonesia (CDI, Wageningen UR); Liberia (CDI, Wageningen UR); Pakistan (IDS; MetaMeta); Uganda (ETC). Specific methodological variations to the approach carried out per country where CDI is involved are also described in this document.

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

1.2 Brief summary of analysis and findings

Over the last two years JV has slightly improved in its capability to act and commit. The main improvements were that the director is more responsive to field staff, to target groups and involves staff more in strategic planning. Clarity on roles and responsibility, financial incentives and funding procedures also improved. In the capability to adapt and self-renew JV improved slightly as they now have an operational PME unit (funded by Cordaid), the PME policy has been revised, staff increase PME skills, M&E findings are used for operations, there is more critical reflection and JV is more responsive to stakeholders. In terms of the capability to deliver on development objectives, there has been a very slight improvement because JV works more cost-effectively and has a better feedback mechanism for meeting beneficiaries needs. In the capability to relate, JV showed improvement: they are more open for input from stakeholders for developing their strategies, networks for resource mobilisation improved, relationship with target groups improved and internally they are organised in a more clear and less hierarchical way. Finally, JV slightly improved in its capability to achieve coherence because they revised their strategic plan and HR, Finance and Gender policies were approved by the board.

The evaluators considered it important to also note down the SPO's perspectives on the most important organisational capacity changes since the baseline. During the endline workshop the key organisational capacity changes that were brought up by JV's staff were: improved networking with government, NGOs and CBOs; and improved systems of programme monitoring in place. It is expected that both these areas will contribute to improve its capacity for resource mobilisation. Improved networking with government, NGOs and CBOs was because of building of a trust relationship with the government after the cyclone in October 2013, and because of JV's involvement in the REHNUMA alliance with other NGO and CBO partners. Both of these developments can be attributed to JV's improved capacity to lobby and advocate on government entitlements which was a result of trainings and exposure visits funded by MFS II and MISEREOR. The systems of programme monitoring in place improved because of an accountability mechanism that is now in place, improved PME and better compliance. According to JV staff, improved PME is due to MFS II funded trainings on RBM, PME, strategic planning and SHG management. JV improved its compliance to its operational guidelines because of the revision of operational policies and the formation of thematic committees to see to the implementation of policies. The policies were revised during a Policy development workshop that was funded by MFS II. All in all, MFS II funded capacity development interventions, according to JV, had an effect on the organisation's capacity to lobby and advocate on government entitlements, knowledge on RBM and PME; and revision of policies. Other underlying factors relate to restructuring of the organisation, and stricter government policies on foreign funding, changing donor priorities and natural calamities.

2 General Information about the SPO – Jana Vikas

2.1 General information about the Southern Partner Organisation (SPO)

Country	
Consortium	Communities of Change
Responsible Dutch NGO	Cordaid
Project (if applicable)	India People's Participation in Development through coop management CMDRR Pilot Study Kandhamal (Orissa) People's Participation in Community Development
Southern partner organisation	Jana Vikas

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

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

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

Jana Vikas works in Kandhamal district one of the most backward and tribal dominated districts of Odisha inhabited by dalits, tribals, and other backward communities. It is committed to inform, empower, and uplift these communities through sustainable livelihood programmes, social values, peace, social justice and harmony. It receives MFS II funding for the project 'Sustainable Livelihood enhancement of SHGs through people's participation in community development' to create sustainable livelihood for the poor and marginalised by capacitating SHGs and strengthening the communities.

Kandhamal¹ was governed by various royal dynasties since 10th century till the advent of British East India Company in 1830 to this region. With the formation of the new province of Odisha in 1936 Kandhamal (then called Boudh and Kandhamal) was merged with Odisha from the erstwhile Madras Presidency of British India.

In the present context, Kandhamal is among the most backward districts of the 69 identified most backward districts of India having a population of 7.33 lakhs (2011 census). Almost 66% of the land area of the district is covered with dense forest and towering mountains. As per the 2011 census report Scheduled Tribe population of Kandhamal consists of 53.6% and rest belongs to Scheduled caste, other backward castes and general category. Average literacy rate as per 2011 census is 64.13% out of which male and female literacy were 78.41 and 52.46 respectively.

Socio-economic condition: Kandhamal is a tribal majority district inhabited by the Kandha tribe. The inhabitants have rich cultural values and practices since centuries, maintaining their identity over ways of resolving village disputes over marriage and divorce, land ownership and distribution of resources. The tribal groups suffer due to various common causes such as poverty, exploitation,

¹ Hills of the Konds (a predominant tribal community)

health hazards, diseases etc., therefore they help each other to resolve the problems. However, addiction to illicit liquor, HIV/AIDS, human trafficking, migration, political parties who have often see the tribal problem from the point of view of their religious practices over addressing their developmental needs, are major threat to the cultural norms of the people.

With the advance of Christian mission in Kandhamal, part of its population converted into Christianity. This led to a rise in Hindu fundamentalism as a counter to the Christian movement. Unfortunately, the communal flares during and aftermath of the riots of 2008 gripped the entire district which disturbed the socio-economic condition of the people at large. However, over the years the situation has slightly improved and peace gradually restored in the region.

Agriculture is the Primary occupation of the people and backbone of their economy. In the tribal dominated areas before the implementation of the British land laws community owned all the land. But these laws recognised only individual land ownership and turned all community owned land into state property. With that, the tribals became encroachers on the land that was their habitat for centuries.

The rich and varied forests of the district have a considerable NTFP (Non-Timber Forest Products) potential. Although Kandhamal is enriched with forest based products but NTFP are still not optimally used for livelihood. Even there is no data or plan available at panchayat level to use NTFP. Further data shows that out of 100 workers, 69 of them are agricultural workers. Kandhamal has good production of turmeric but the major portion of profit has been taken by middlemen as there are not much facilities for marketing the final product. Due to lack of information and knowledge of different programmes, farmers are not able to tap various govt. schemes and benefits from different institutions like NABARD, Horticulture dept. etc.

The source of economy in Kandhamal is mainly agricultural or forest based. It has been declared as an industry-free district and the state has not acquired much land for development projects. Therefore, the majority of youth migrate for employment towards other states. When they migrate, youth earn more than they would at home, but at the same time they are often exploited by employers or contractors. Furthermore, their aspirations are largely for government jobs but due to lack of skills, higher education forces them to work as casual or unskilled or daily wage labour.

The scope of the public sector is very limited to provide employment opportunities to a large section of unemployed persons in the district. However, over the years various employment-generating programmes such as the Prime Minister Rozgar Yozona scheme, the Swarnjayanti Gram Swarozgar Yajona (SGSY) scheme, MNREGA etc., are implemented in the district to generate self/wage/salary employment for the unemployed youths. The benefits of the employment generating programmes are often not delivered to the people due to manipulations, delays and corrupt practices, etc.

Health Status: The infant mortality rate is (88 per 1000 live births). Female child mortality rate (106 per 1000 live births) is higher than male child (76 per 1000 live birth). The neo-natal death is 41 per 1000 live births.² Kandhamal has a high incidence of IMR, CMR, malaria, diarrhoea, measles, skin diseases, sickle cell disease and thalassemia. In terms of the Reproductive Health Index (RHI), it is among the bottom five districts (at 0.462).³ The district has been categorized under high focus districts of Odisha, having the privilege of getting priority in almost all health care planning, resource allocation and service delivery mechanism undertaken by the State. However, accessing health is still an issue due to remoteness and inaccessibility of the region and also lack of awareness among people.

Education: Though educational status has improved compared to previous years, but most of the children dropped out either after finishing 10th standard or 12 standards due to poor affordability on of higher education, non-availability of educational institutions, and poor economic conditions forcing them to go for work. Girl child education is a concern as they largely get dropped out at secondary and higher secondary level.

² http://www.censusindia.gov.in/vital_statistics/AHSBulletins/files2012/Odisha_Bulletin%202011-12.pdf

³ District Human Development Report 2011-12.

Women in governance: Lack of participation of women in governance from this region has remained an issue. Increase in attendance of women in meetings of Gram Sabha and Palli Sabha could not ensure their active participation in governance.

Jana Vikas' operational area is the Phiringia Block in Kandhamal district, which is further backward in every aspect in comparison to the other Blocks in the district.

Considering the above mentioned situation, Jana Vikas is committed to uplift the poor and marginalized communities by informing, organizing, developing and empowering through strengthening the cooperatives to take up micro enterprises management, generating awareness among women, and capacity building of progressive groups and providing Handholding support-aiming at attainment of self-reliance of the progressive members.

2.3 Contracting details

When did cooperation with this partner start: 1998

What is the MFS II contracting period: the following contracts fall under MFSII:

- India People's Participation in Development through coop management: 1 May 2010-30 April 2013 (funded under MFS II from 1 January 2011-30 April 2013)
- CMDRR Pilot Study Kandhamal (Orissa): 1 August 2012 to 31 January 2013
- People's Participation in Community Development 01-05-2013 to 30-04-2015

Did cooperation with this partner end? No

If yes, when did it finish? NA

What is the reason for ending the cooperation with this partner: NA

If not, is there an expected end date for the collaboration? 30 April 2015, there is no expected collaboration after this date.

2.4 Background to the Southern Partner Organisation

Jana Vikas has been committed for self-sustainable development of the poor and marginalized social ethnic groups such as Dalit, Advasi and Other Backward Communities of Kandhamal district in Odisha. Father Augustine founded Jana Vikas in 1988 and became its Director. It was a project of Catholic Charities focusing on basic amenities for all communities. Efforts were also made to identify the needs of local communities in relation to livelihoods and health. The focus was on creating access to government schemes for the tribals.

Under Catholic Charities, the organization started its community based activities with Community Health programme in the year 1988, in 30 villages of Sonapur and Tajungi Gram Panchayat of Daringabadi Block. This project was funded by MISEREOR (Germany). The programme focused on health education, creating awareness, environmental management and sanitation. Jana Vikas targeted the schools for its messages, along with a strategic cluster level approach to build awareness amongst the communities.

In 1992, the organisation got registered as Jana Vikas under the Societies Registration Act. Its strategy changed to Education and Health. In Education the focus was on non-formal teachers. Under health, induction of health workers and medicine kits for common diseases were introduced. There was also the initiative to promote and make available generic drugs which were much cheaper than the ones available in bigger towns. The target continued to be the schools. The program was expanded to Daringbadi, Nuagam & Baliguda.

In 1995, Jana Vikas started its work with Panchayati Raj Institutions. Leadership trainings were carried out at village level. Some of these leaders were successful in Panchayat elections. It was also seen as a failure because women complained that the new Panchayat leaders were demanding money.

1996 marked the beginning of the cooperative movement in Kandhamal district. A poverty analysis carried out in the area which prompted the initiative of forming cooperatives. The SHGs began trading in consumer goods. Cooperatives were mainly concentrated in Daringbadi. In 1997 Jana Vikas support to SHGs hit a major milestone. The cooperatives made profits worth 18%. A central godown (warehouse) was also established. Cooperatives were formed in new areas. Cooperatives bought at wholesale rates and sold consumer goods to local communities. At the same time, stealing from the godown started. This brought crisis in the Cooperative management.

In 1998, a major strategic shift took place. The cooperatives were closed after evaluation and the conclusion that it was too risky for the godown to be managed by cooperatives.

In 1999, SHGs started getting women together. Mahila Vikas cooperative started during this year. In this, the women were involved in sales of products. Seeds worth of INR 3000 for cultivating turmeric were given to the SHGs. Sales were managed through wholesalers; there was no investment made by Jana Vikas on this. These SHGs played a vital role in protecting people from the exploitation of the local business traders and dominant section of the society. It created jobs and contributed in economic growth of the society. Over the years two more cooperatives were registered such as, Vikas Jyoti Multi-purpose Cooperative Ltd, Jeeban Vikas Multi-purpose Cooperative Ltd. Jana Vikas facilitates these cooperatives for regular meetings, business planning, getting loan for investment in various Income Generation Activities (IGA).

In 1999 Odisha faced the wrath of Super Cyclone and large scale devastation on life and property. Catholic Charities and Jana Vikas' focus became relief and rehabilitation. The strategy was to cover health, education and livelihoods through SHGs. An evaluation was conducted by CENDERET. CORDAID consortium (MEMISA as founding member of the consortium) wanted to fund projects. The key influencing factors were the CENDERET evaluation and Paul Shiromani's analysis which brought about a strategic shift on the part of donors. He recommended shifting base from Nuagam to Phulbani.

In 2000, Jana Vikas initiated an issue based movement and began creating awareness starting with bidis (hand rolled smoking tobacco), roads etc. ICDS (Integrated Child Development Service) Centre, evening schools and low cost housing for tribal children were initiated. These were joint programs by Government and Jana Vikas. Social analysis approach started which enabled communities to identify their own issues and problems.

Fr. Ajay joined Jana Vikas as Assistant Director in year 2001 and took over as Director of Catholic Charities in 2005. He started with an analysis of poverty indicators of Kandhamal. He found the health indicators to be very low. Phiringia (where 90% were non-Christians) had an inclusive approach. Phulbani Action Group (PAG) was created. The strategy focused on Management of SHGs/Cooperatives. Jana Vikas at that time had a team of 4 people.

In 2004 the Orissa Human Development report showed Kandhamal had lowest indicators. Its population below the poverty line had increased from 71 per cent in 1975 to 75 per cent in 1993. There was an increasing trend of deterioration. Jana Vikas developed strategies to focus on building self-reliant cooperatives to strengthen the livelihood of the people. Staff strength was increased to 19.

In 2005, the first strategic planning process for Jana Vikas was carried out. In this strategy programmes included were Livelihoods, governance & strengthening people's movements, promoting SHGs, awareness of rights and responsibilities, Human Rights, implementation of government programs, Watershed project with people's participation, creating micro enterprise models, market linkages with IDE support (CORDAID) with focus on turmeric. There was also a move to explore export of turmeric. Staff strength was increased to 36.

2007-2010 - Father Ajay's vision was to make Jana Vikas a professionally run organization. He initiated an analysis of organisation processes and organizational development process. An HR (Human Resources) manual was drafted along with a gender policy. New staff was recruited with new skills. The staff strength grew between 70-80. While Jana Vikas had embarked on strengthening the organization, tough challenges emerged in the field - governance had failed, Cooperatives were attacked, even by traders including non-Christian cooperatives as SHGs became a threat to local traders.

In 2008, there was an outbreak of communal violence between Hindu rights groups and Christians. Jana Vikas' documentation process got affected. The office was burnt. Normal development process

took a back seat. Most activities were stopped. Response with relief measures with NGOs was undertaken. Local government did not want dalit/tribal NGOs in relief operations. Committees were formed to carry out relief operations and others to look at human rights violations. Fr. Divya Parichha handled legal issues (from within the church). In 2009, there was resumption of activities. Interventions were designed through proper risk analysis.

In 2010, Fr Ajay and his successor Fr. Manoj took up confidence building measures by sleeping in the Phiringia office which had only two people. Then slowly other staff came back. Jana Vikas' intervened through relief/rehabilitation programmes. The cooperatives' activities remained suspended for almost a year. The members did not come forward for work. Exposure/trainings were carried out on Coop Management in Andhra Pradesh. Training on trauma counselling (NIMHANS) was also organized for staff and for their work. In this period Jana Vikas had gradually taken up various programmes included coordination between different needs of the community like health, livelihoods and legal aspects. During the year Jana Vikas made effort to re-settlement and rehabilitation of the displaced and riot affected people by providing emergency relief, trauma counselling and legal aid. In this year MFS II support came through the peace building project. This included peace in action activities like cultural programs, sports activities, street plays, as well as working with the government. It realised that understanding human and social capital is essential for development. Under this project Jana Vikas established Peace Committees to disseminate peace messages among the communities, promoted village task force to identify and resolve various issues in the villages, organized trainings on advocacy and lobbying for staff etc., to create harmony and bring development in the region.

Community Managed Disaster Risk Reduction (CMDRR) process was initiated. Disasters included human made disasters like conflicts and communal violence. Jana Vikas initiated study to understand conflict from a DRR perspective by talking to all stakeholders including district administration. NGOs have now applied for government funding for some projects. It is a conscious way to involve the government. Staff strength in 2012 stands at 82.

Jana Vikas in 2013 developed a specific strategy to engage with the government departments, participate in the government funded projects and programmes. This was linked to its strategy to niche out Jana Vikas's work beyond any religious affiliations. As a result Jana Vikas severed its ties with the Catholic charity and became an independent unit. Father Manoj took over as the new director of the Jana Vikas. Under his leadership Jana Vikas looks forward to bring overall development of the marginalised communities in the region through peace building, sustainable livelihood, empowerment of women, etc.

Since 2014 the National Foundation of India is funding Jana Vikas to implement the pilot project called REHNUMA. The objective of this project is to create entitlement centres to provide the minority communities with information and guidance on government entitlements and schemes of the government and give them handholding support to access these benefits. In 2014 the staff grew to 92.

In the changing local context and donor environment and surveillance over funding from foreign donors Jana Vikas made strategic change to continue to work for the development of the region.

In 2013 it drafted a new strategic plan for 2014-2018 focusing more towards sustainable livelihood, Educational development, governance women empowerment and peace building to empower the unreached people into the mainstreaming development process. Along with sustainable livelihood it initiate people centred advocacy for changing into humanitarian standard of policies, programs and provisions in favour of poor, indigenous and marginalized sections of the society. Also promotes human values, culture, peace, social justice and harmonization.

Vision

Jana Vikas visualises a holistic and sustainable society where people live in unity amidst diversity based on social and human values of justice and equity. (Source: Strategic plan 2014-2018)

Mission

Our mission is to sensitise, organise, enable, empower and develop the poor and the marginalized, especially the Adivasi, Dalit and OBCs, to respond to their issues, needs, problems, vulnerabilities and bring forth changes for common goal and interest by using their existing potential, strength and resources, through collective reflection, decision and action. (Source: Strategic plan 2014-2018)

Strategies (Source: Strategic plan 2014-2018)

Jana Vikas in its strategic plan for 2014-18 has emphasised to focus on 5 key programmes such as Livelihood Development, Education, Governance and rights, Women empowerment and violence against women, Peace building. It has developed specific strategies for each programme as follows:

Livelihood Development:

- Strengthening of optimal utilization of natural resources/forest product for sustainable livelihood.
- Enhancing productivity of agriculture and other allied component for sustainable livelihood.
- Enhancing the access & utilization of government schemes & resources for income enhancement.
- Employment generation for Youth & Women through Enterprise Development.
- Strengthening the youth for gainful & safe employment out of district.

Education:

- Facilitating CBOs and community to participate, monitor and demand for quality education
- Strengthening the School Management Committee and Janch (investigation) Committees of both residential and non-residential schools
- Prevention of dropout, education for Adivasi and Dalit and Girl child
- Facilitate to avail stipend (minority)
- Lobby with Church leadership for making availability of hostels for Adivasi and Dalit students for higher and professional studies
- Facilitate girls from minority communities to get the quota of 30% at KGVV
- Facilitating the students from SC, ST and minority to avail the benefit of free coaching scheme from Central Govt.

Governance and rights:

- Awareness building of community on different schemes, programmes and their rights and entitlements
- Capacity building of staff on good governance and entitlements of different target communities,
- Facilitate communities and CBOs to participate in Palli Sabha and Gram Sabha, improve capacities of community on conducting social audit
- Become active members of different committees at different levels and bring forth issues of governance and rights to the notice of officials and influence them to act upon the issues
- Facilitate the barefoot communicators to identify and document issues of miss-governance and non-fulfillment of rights and entitlement
- Link up the barefoot communicators with media to take up issues and highlight them

Women empowerment and violence against women:

- Awareness building of women and men on the issues affecting women
- Sensitization of youth on sexual harassment/abuse
- Link the victim with available legal and justice delivery bodies/systems
- Building networking and alliances with organizations working on women issues to influence policies and its implementation.
- Capacity building of Women PRI members on their roles and responsibilities, rights, powers & duties as a PRI.
- Strengthening women capacities for active participation in Palli Sabha, Gram Sabha, and in decision making bodies at gram panchayat, panchayat samiti and zila parishad (district council).

Peace building:

- Peace education in the schools, colleges, and villagers
- Celebration and observation of different important days, occasions, festivals to enhance harmony and brotherhood
- Organizing inter religious dialogue with intellectuals, religious leaders, influential persons

-
- Developing CBOs as peace messengers
 - Building peace cadre involving youth from GP and block
 - Activation of peace committee in village, panchayat, block and district level
 - Engaging administration, politicians, PRI representatives, media and other influential people from different levels in the peace building process

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 2012⁴.

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.

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

The information on the indicators was collected in different ways:

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

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

Key steps to assess changes in indicators are described

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

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

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

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

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

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

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

3.3.1 Selection of SPOs for 5C process tracing

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

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

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

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

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

3.3.2 Key steps in process tracing for the 5C study

In the box below you will find the key steps developed for the 5C process tracing methodology. These steps will be further explained here. Only key staff of the SPO is involved in this process: management; programme/ project staff; and monitoring and evaluation staff, and other staff that could provide information relevant to the identified outcome area/key organisational capacity change.

Those SPOs selected for process tracing had a separate endline workshop, in addition to the ' general endline workshop. This workshop was carried out after the initial endline workshop and the interviews during the field visit to the SPO. Where possible, the general and process tracing endline workshop have been held consecutively, but where possible these workshops were held at different points in time, due to the complex design of the process. Below the detailed steps for the purpose of process tracing are further explained. More information can be found in Appendix 1.

Key steps in process tracing for the 5C study

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

3.3.3 Methodological reflection

Below a few methodological reflections are made by the 5C evaluation team. These can also be found in appendix 1.

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

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

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

Using process tracing for dealing with the attribution question: this theory-based and mainly qualitative approach has been chosen to deal with the attribution question, on how the organisational capacity changes in the organisations have come about and what the relationship is with MFS II

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

A few remarks need to be made:

- Outcome explaining process tracing is used for this purpose, but has been adapted to the situation since the issues being looked at were very complex in nature.
- Difficulty of verifying each and every single change and causal relationship:
 - Intensity of the process and problems with recall: often the process tracing workshop was done straight after the general endline workshop that has been done for all the SPOs. In some cases, the process tracing endline workshop has been done at a different point in time, which was better for staff involved in this process, since process tracing asks people to think back about changes and how these changes have come about. The word difficulties with recalling some of these changes and how they have come about. See also the next paragraph.
 - Difficulty of assessing changes in knowledge and behaviour: training questionnaire has 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 Jana Vikas that have taken place since 2011 are described. The information is based on the information provided by Cordaid.

Table 1

Information about MFS II supported capacity development interventions since baseline

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget	
Assessment of organisational HR manual and capacity building of the staff (Food and logistic expenses)	The objective of this intervention was to improve on the HR manual and improve staffs knowledge and training in relation to food and logistic expenses.	Assessment and training	1 May – 31 October 2013	30.000 Rs	
Capacity building of key staffs holding responsibilities of respective departments (Human Resource, PME, Finance)	The objective of this intervention was to further train staff on project formulation and management, strategic planning, peacebuilding & preservation of the indigenous tribal culture	Training, workshops & assessments	From 1st May 2013- 31st October 2013	90.000 Rs	People's Participation in Community Development Project (#109568), total budget for organisational development: +/- € 2.209
Organisational strategic planning (food and logistic expenses)	The objective of this intervention was to further train staff on collective marketing, better understanding towards development of the district Kandhamal, organizational development processes & strategic planning.	Training, workshops & assessment	From 1st May 2013- 31st October 2013	60.000 Rs	
Midterm Review by ASK of the project: Community Managed Disaster Risk Reduction	This intervention was undertaken as a means of support and training for Jana Vikas for their operation and management processes. Via ASK Jana Vikas are shown where improvements can be made within their organization.	Assessments, reports, feedback	17-21 September 2013	€ 4839	
Support & visits by ASK	This intervention was undertaken so ASK can see first-hand how Jana Vikas is operating, and look at their administration in order to make reports and highlight areas that can be improved.	Assessments, feedback , meetings	17-21 September 2013	€ 3678	
From baseline report:	This intervention was	Facilitating	April 2013 – June	€ 6666	

IDE, one of Cordaid's partner supports Jana Vikas with the development of the turmeric value chain	undertaken as IDE is an expert in value chain and Jana Vikas project - turmeric value chain - was thought to greatly benefit from their expertise. Objective was to improve farming of turmeric	market linkages between farmers and traders/markets. Facilitate farmer meetings. Document learnings & other relevant processes for future reflection, replication and scalability.	2013
From baseline report: Training of staff 1. peace building and conflict resolution 2. mainstreaming HIV/Aids 3. Gender and Social Advocacy 4. Psycho-social trauma counselling 5. Public Interest Litigation 6. Human Rights 7. Rural Employment Guarantee Act 8. Lobby and Advocacy 9. Micro finance management.	These interventions were undertaken due to the situation in the area at the time. There were dangerous ethnic conflicts which caused many disruptions. Trainings, especially in peace building and conflict resolution were the only real possibilities at the time, which were very relevant and needed given the situation.	Trainings	From 1st May 2013- 31st October 2013 Unknown

Source: 5C endline_support to capacity development sheet_CFA perspective_India_ and Budget 2013-2014 of the 109568 project in: Cordaid 3.jpg, cordaid-4.jpg and the baseline report

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

Below you can find a description of the changes in each of the five core capabilities. This information is based on the analysis of the information per each of the indicators. This detailed information for each of the indicators describes the current situation, and how and why it has changed since the baseline. See also annex 3.

4.2.1 Changes in the five core capabilities

Capability to act and commit

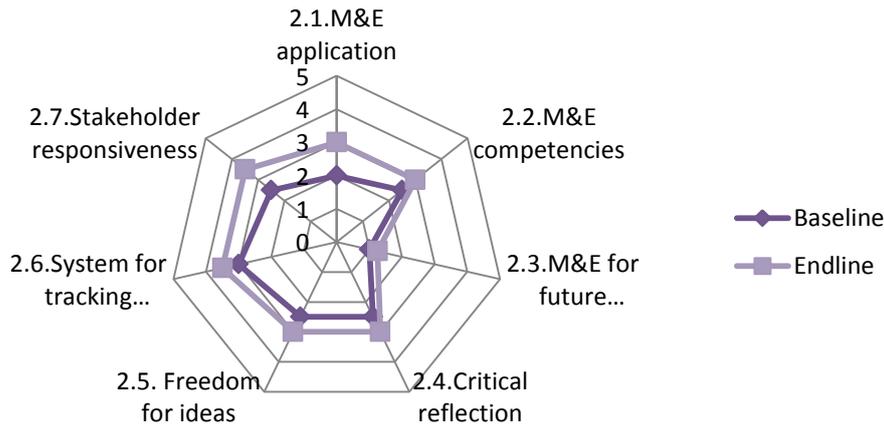


Since the baseline, the two-way communication between the director and the (field) staff and target groups has improved. The leader has become very innovative in strengthening his relationship with the staff and the target groups. The communication gap between the leadership and the staff members was closed as now there is increased collective involvement of staff in decision making and discussion. Since an external evaluation in 2013, the relationship between the board members and the leader has strengthened and in the strategic plan for 2014-2018 the responsibilities of the governing board and the director were clarified. Since the baseline there has been an organisational restructuring, to ensure the clarity for all staff members in terms of their roles and responsibilities that was lacking during the baseline. The hierarchical structure, while this was strong two years ago, now the level of hierarchy in the organization has blurred. There are now seven thematic committees in place that ensure that the policies of Jana Vikas are followed and implemented. The organisation now has a new strategic plan in place for 2014-2018, which was based on the situational and context analysis done by ASK to adapt it to the changing environment. There is still no systematic use of M&E findings in the strategic plan and also an explicit financing strategy linked to the strategic plan is lacking. Jana Vikas' daily operations are still in line with this new strategic plan. There are clear monthly plans for each staff member to implement their project activities, but they need to improve their planning capacities in terms of timely submission of monitoring reports to Cordaid. Jana Vikas has been able to keep staff turnover low over the last two years. Of the 92 staff members, 6 have left due to better opportunities and family matters. It has become easier to recruit new staff as the project area (Kandhamal) is now better connected and concerns about Naxalites are less. This together with a better recruitment process has led to the recruitment of two new skilled staff who joined the new resource mobilisation unit and the PME unit. Also while during the baseline there was no social security, this is now in place. This was made possible by MFS II funding from Cordaid. Over the last two years Jana Vikas has worked on several gaps in staff skills that were mentioned during the baseline. They have improved their skills in business process, communication on government schemes, results based managed and SHG management to name a few. There is, however, still a need for handholding support for a longer period on improving documentation. Over the last two years JV has implemented more trainings for its staff and most of the trainings are facilitated by ASK India, Hennery Martin Institute Hyderabad, SFDC, Trocaire, CSFHR. Trainings are felt to be held at more regular intervals, but training on the emerging issue of the Forest Rights Act is still required. These trainings are one of the motivational factors of JV's staff. Since the baseline the salaries have increased with 10 percent per year for Cordaid funded project staff and with 5 percent for other staff. Provisions have been made to continue paying staff when on health leave and for Employment Provident Fund and Life Insurance Policy. New committees were formed to deal with staff issues in a timely manner, such as the grievance shell, staff council and the sexual harassment committee. Regarding JV's funding situation, they have expanded their donor base, which existed of 6 donors during the baseline with new funders such as the National Foundation of India, New Delhi for the REHNUMA project, the Young Women Christian Association and the Indo-Global Social Service Society (IGSSS). Proposals to funders such as NABARD, KNH Germany, Restless Development International, Ministry of Minority affairs, are in the pipeline. While during the baseline there were no funding procedures and there was no discussions on exploring new funding, now in the new strategic plan funding procedures are included and staff discuss more openly about this topic. The establishment of a resource mobilisation department, improved capacity of staff to write proposals, improved networking and training on the FCRA have further helped Jana Vikas in streamlining its activities to explore new funding opportunities.

Score baseline: 3.1

Score endline: 3.8 (slight improvement)

Capability to adapt and self-renew

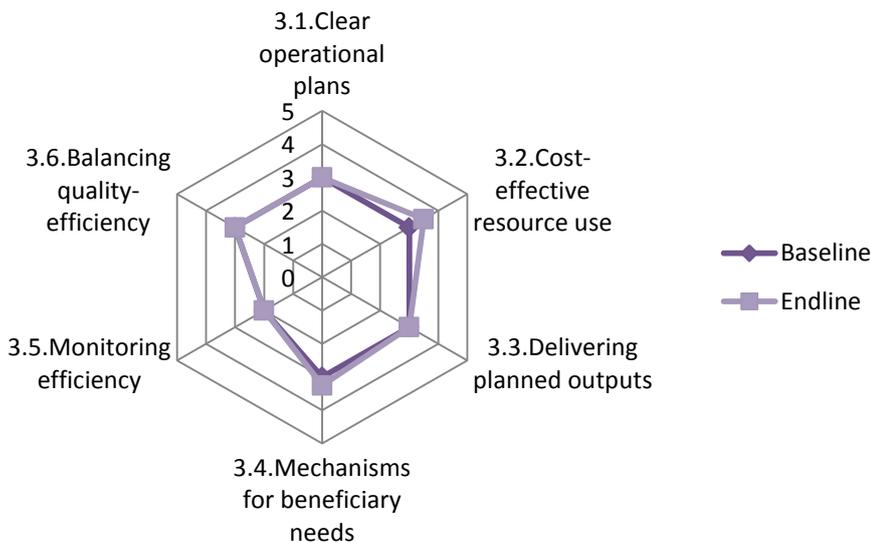


Jana Vikas has improved its M&E application. Their PME unit is now functional and meets quarterly to review the progress and discuss on strategic planning. Some efforts have been made to modify the MIS tool to link it to results based management (RBM) and to collect focused data from stakeholders. Jana Vikas still needs to improve its reports planning capacities in terms of timely submission of monitoring reports to Cordaid. Staff has received training in results based monitoring and skilled M&E staff has been hired. Field staff is trained in developing monitoring tools and documenting case studies. During the organisational assessment in July 2013, ASK noted that Jana Vikas needs a PME policy to help maintain the quality of the M&E process and involvement of community members which was negligible then. A start has been made during a workshop in February 2014, but this PME policy is still in the pipeline. Staff still needs to undergo training on M&E for better exercise in the field for data collection and analysis. Since the baseline, a separate PME unit has become operational to streamline the monitoring of the projects. In this way monitoring information is used operationally by the core team to guide suitable actions, but ASK found that the recommendations from the last two evaluations were not implemented and that staff members shared that they did not know about the findings. This implies that monitoring and evaluation is mainly focused on activities and outputs and not about outcomes and impact and used for strategic decision-making. While during the baseline there was a communication gap between the field staff and (middle) management, now by shifting its office from Bhubaneswar to the project area, the relationship with the field staff has strengthened. In 2013 the organisation critically reflected on its strategic plan and did a SWOT analysis before formulating its new strategic plan for 2014-2018. With the restructuring of the organisation seven thematic committees were formed who discuss problematic issues, grievances and needs address them within 21 days. While there continues to be some hierarchy in the organisation as per the organogram, there is continuous sharing and feedback giving among staff. In comparison with the baseline situation Jana Vikas now has more sources of information to track its operating environment. They no longer only get this information through local organisations, but also use their networks and government institutions. Jana Vikas is responsive to the opinions of their stakeholders. This manifests itself in different ways. During the baseline it was mentioned that Jana Vikas had to be very cautious as some groups may not respond very well to the organisation. Now they have become a separate entity and are no longer tied to the Catholic Church, which has made it easier to involve stakeholders from different religious and caste groups.

Score baseline: 2.3

Score endline: 2.9 (slight improvement)

Capability to deliver on development objectives

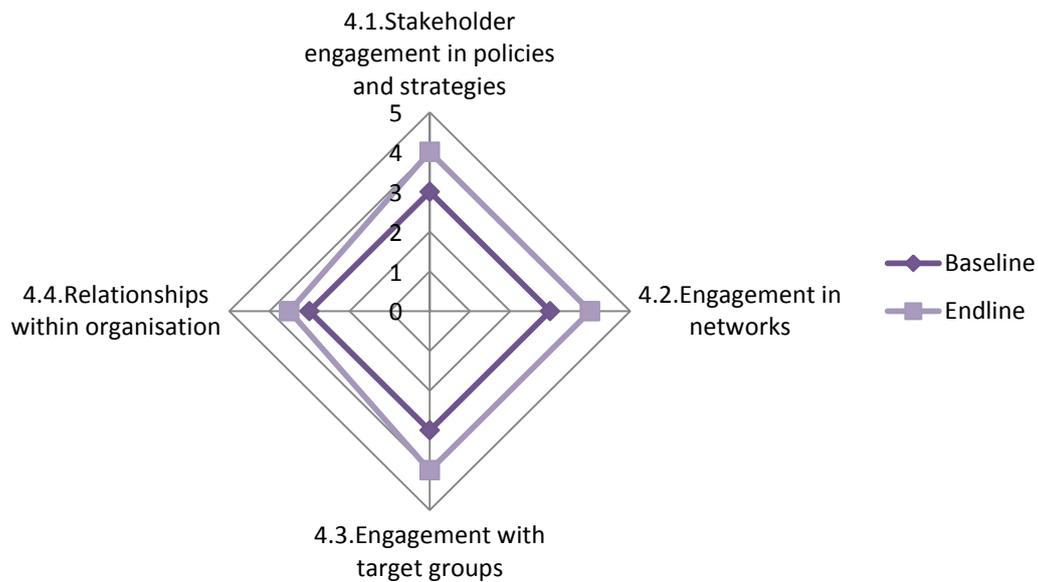


In Jana Vikas, all the programmes continue to have a detailed implementation plan that is made by the staff at the start of the project. Attempts are now made to monitoring the operations not only based on activities but based on results. The CFA finds that planning at Jana Vikas is still weak and the time plans are not always realistic. Jana Vikas has become more cost-effective in its resource use over the last two years because of reduction in travelling costs by moving the office to the project area, combining monitoring visits, giving joint trainings, making conscious use of water and electricity and recycling. Jana Vikas delivers most of its outputs because of its motivated staff, which was facilitated by active monitoring when they moved their office to the project area. Working in a volatile environment, their activities are often interrupted to carry out relief measures as was the case in 2013 with the Phailin cyclone. Jana Vikas continues to rely to a great extent on its field staff to provide the organisation with information related to beneficiary needs. A new initiative to find out whether services meet beneficiary needs is the complaint box in the pilot project on Safeguarding programme participant policy. Participants are asked to put forward their suggestions, appreciation or grievances application or letter in this box, everything is registered and the response is given to each person. There is still no system in place that links outputs to related inputs to monitor the organisation’s efficiency. Jana Vikas continues to seek to balance quality with efficiency through collaboration between its motivated and the community, PRI members, government official and community block officers, even in adverse situations.

Score baseline: 2.8

Score endline: 3.0 (very slight improvement)

Capability to relate

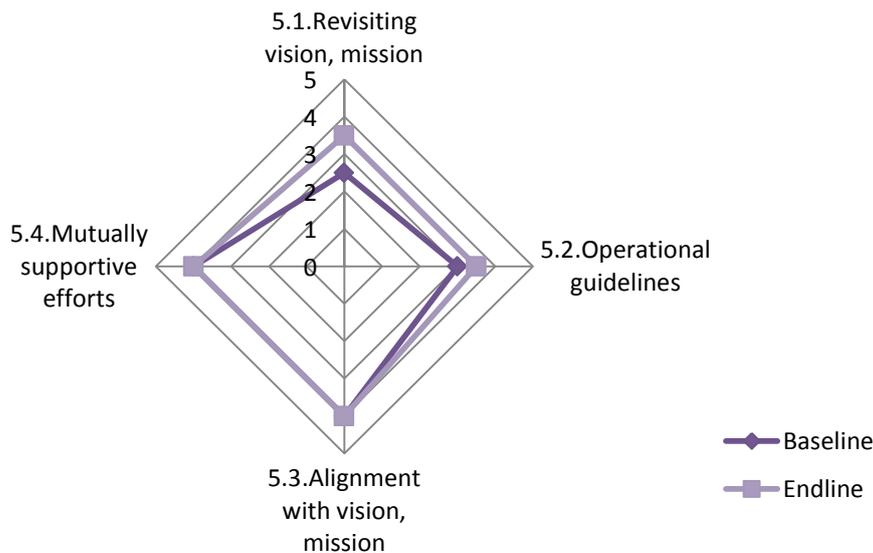


Jana Vikas now takes inputs from its partners, target groups, government organisations at local, district and state level, before preparing their new strategic plan (2014-2018) and has improved its collaboration with the government. They improved their proactive collaboration with the government through asking the input of local government officers for the strategic plan and by becoming involved in the REHNUMA project of Ministry of Minorities Affairs (MoMA). Jana Vikas has strengthened and expanded its network with many local level organisations but has also to partner up with national level organisation for advocacy initiatives. In the last two years, Jana Vikas has also strengthened its relationship with media by inviting them for various events, allowing them to cover all major activities undertaken by them. It is easier for JV to visit their target groups as there are no more religious threats due to involvement of community stakeholders of different religious groups in different platforms working for peace building and a mini vehicles were inaugurated by the state government in 2014 to connect the inaccessible areas to town. The interaction with the target group also improved because JV's office moved to the project area and Jana Vikas worked together with their target group to provide humanitarian emergency assistance after the cyclone Phailin. Over the last two years there has been an organisational restructuring and Jana Vikas' management has consciously formed different committees to oversee the administrative processes and implementation of policies of the organisation. While during the baseline there was a definite hierarchy amongst the staff, now JV has created space and scope for all levels of staff to interact without experiencing hierarchy, except for the hierarchy laid down in the organogram. With the better available facilities of internet and mobile communication the interaction between the staff became more frequent and this built their relationships.

Score baseline: 3.0

Score endline: 3.9 (improvement)

Capability to achieve coherence



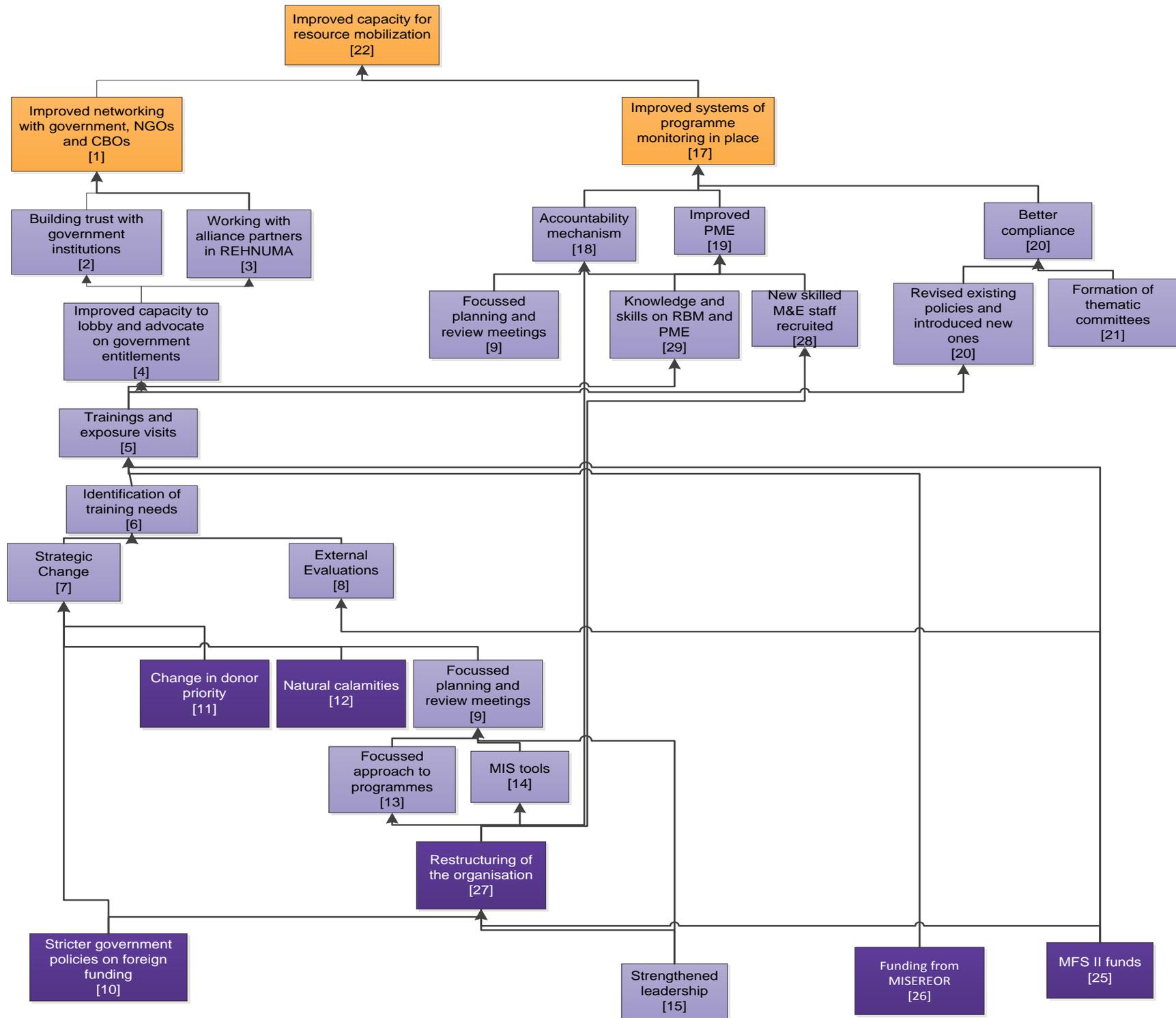
Jana Vikas now gives new staff orientation on the organisational vision, mission and strategy through an induction process using the local language. Revisiting the organizational vision and mission is done annually and its strategy is revisited half yearly. A new strategic plan has been development for 2014-18 in alignment with its vision and mission. In the strategic planning process which was carried out in August 2013, all staff was involved. Jana Vikas has had a workshop on policy development. In this process they revisited the HR, gender, finance and HIV/AIDS policy and created new policies on child protection, disability, environment and PME. All these policies are approved informally but the formal approval is still in process. Jana Vikas has improved upon the social security of its staff. Jana Vikas' strategies and project activities are still in line with the organisation's vision and mission. Jana Vikas' projects continue to be complementary: efforts in one project support those in another project. Jana Vikas' main approach is empowerment work but during emergencies (natural or manmade calamities) immediate support is required. Only in such cases, Jana Vikas will get involved in welfare or relief activities.

Score baseline: 3.4

Score endline: 3.8 (slight improvement)

4.2.2 General changes in the organisational capacity of the SPO

During the endline workshop at the SPO, a discussion was held around what were the main changes in organisational capacity since the baseline and why these changes have taken place. The discussion was visualised in a general causal map as can be seen below. The narrative for the general causal map is also described below. It gives a more general picture of what was seen as important changes in the organisation since the baseline, and how these changes have come about, and that tells the more general story about the organisational changes in the SPO. 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 provide by the evaluation team. The detailed narrative can be found in Annex 4.



The evaluation team carried out an endline assessment at Jana Vikas (JV) from 21 to 22 August 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in 2012 (such as vision, mission, strategies, clients, partnerships). This was the basis for discussing changes that had happened to the organisation since the baseline. According to staff present at the endline workshop Jana Vikas has improved its capacity to mobilize resources [22] in the last two years since the baseline. This was primarily due to the following key changes:

1. Improved networking with government, NGOs and CBOs [1]
2. Improved systems of programme monitoring in place [17].

During the endline workshop it was discussed what the reasons were for each of these organisational capacity changes. The two main organisational capacity changes are described in the light orange boxes. Light purple boxes represent factors and aspects that influence the key organisational capacity changes (in light orange). Key underlying factors that have impacted the organisation are listed at the bottom in dark purple. The narrative describes per organisational capacity change, the contributing factors as described from the top down. The numbers in the visual correspond with the numbers in the narrative.

Improved its capacity to mobilize resources [22]

Over the last two years Jana Vikas has been actively working on different aspects to bridge the trust gap through peace building activities, livelihood promotion and improved capacity to mobilize resources [22]. They managed to get new funders such as the National Foundation of India, Young Women Christian Association, and Indo-Global Social Service Society (IGSSS). There are some more funders that have been approached and for which proposals are in the pipe line: NABARD, KNH Germany, Restless International and the Ministry of Minority affairs on Projects on minorities. The following projects of Jana Vikas are funded by the following new funders:

1. Improved networking with government, NGOs and CBOs [1]

It is evident from the mid-term review report of the Community Managed Disaster Risk Reduction project, that Jana Vikas has strengthened its network/linkages with government institutions at local, state and national level and also with other likeminded NGOs like PAG (Phulbani Action Group), DAVI (Dalit, Adivasi Vikas Initiative) and the alliance partner of REHNUMA⁵. Networking with government, NGOs and CBOs [1] improved because of:

- **Building trust with government institutions [2]:** In the post-riot period the trust relationship between Jana Vikas and the government institutions had been greatly affected in an adverse way. Over the period JV continuously made efforts to restore trust relationship with government institutions at local, state and national level. Jana Vikas actively worked for the victims irrespective of caste and religion through relief and rehabilitation activities in collaboration with government line departments and other civil society organisations. It caused harmony and integration among different ethnic groups in Kandhamal. This not only enhanced the visibility of the organisation but it helped to improve the relationship with government line departments. Most important in this was the existing perception that JV worked for one particular community alone. Sometimes relief works done by Jana Vikas in post natural disaster periods improve the popular perception and the government's perception of Jana Vikas.

- **Working together with alliance partners of REHNUMA [3]:** The Ministry of Minorities Affairs (MoMA) started a multi-sectorial development programme (MSDP) in 2014 called REHNUMA, a Minority Concentrated Districts (MCDs) project. This is a consortium of four NGOs: Jana Vikas, SFDC, NAWO and theCentre for the Sustainable Use of Natural and Social Resources - Civil Society Forum on Human Rights (CSNR-CSFHR). The National Foundation for India (NFI) in collaboration with the Institute for Development Education and Learning (IDEAL) as technical partners envisaged to pilot this project across MCDs and blocks in 10 states of India where Entitlement Centres are being set up. There are 13 partners across the country, who have come together to create awareness among the minorities and provide information about government schemes and entitlements for minorities. Under this umbrella the objective is to do research, map and list minorities, litigation and grievance redressal

⁵ The Ministry of Minorities Affairs (MoMA) started a multi-sectorial development programme (MSDP) in 2014 called REHNUMA (a Minority Concentrated Districts (MCDs) project).

services, capacity building of minorities, monitoring, documentation and recommendations, so that social justice is delivered to the minorities.

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Improved systems of programme monitoring in place [17]

Over the last two years, Jana Vikas improved its systems of programme monitoring [17] due to an accountability mechanism that is now in place [18], improved PME [19] and better compliance [20].

- **Accountability mechanism [18]:** the restructuring of the organogram resulted in clarity of roles and responsibility of the staff which further streamlined the accountability mechanism. Since last year quarterly meetings are organised where all the program managers, coordinators, assistant director and director participate. The program managers of each project present the progress report of the project.

- **Improved PME [19]:** MIS formats and indicators are fine-tuned to have better data from the field. The data are then analysed by the PME team to further use it for program development, report and proposal writing. Each project monitors and evaluates its program independently and submits the report to the coordinators. Then the report is reviewed in the monthly meetings by program managers and coordinators and finally it is reviewed and discussed by the core team in every quarterly meeting. When gaps are identified the core team further develops plans to address it. Jana Vikas also improved from activity based monitoring to results based management (RBM) and proper documentation of the data. The organisation also is looking forward to develop software to maintain MIS to generate information. The organisational assessment by ASK India in July 2013 helped Jana Vikas to identify the gaps in the PME system. Based on this finding a strategic plan for 2014-18 was formulated which further strengthened the PME system. In the light of this strategic plan a full time personnel is appointed to work for a separate PME unit being established with the support from Cordaid. Jana Vikas also shifted its monitoring process from activity based monitoring to results based management (RBM).

- **Better compliance [20]:** Jana Vikas improved its compliance to its operational guidelines because of the revision of its operational policies and the formation of thematic committees.

Underlying factors:

- **Stricter government policies on foreign funding [10]:** the government of India perceives that some NGOs are engaged in stalling development activities in the country which negatively affects the GDP growth of the country. Therefore, stricter policies have been brought by successive governments to restrict foreign funding to the NGOs in India. This led Jana Vikas to make strategic changes so that it could profile itself as a secular organisation and to leverage more funds to be self-sustained. This has had an effect, through JV's strategic change and the identification of training needs on all the changes discussed above.

- **Change in donor priority [11]:** Internationally donors are revising their funding policies and shifting their priorities. Most of the donors have changed their priority and are now funding agriculture based programs. In the light of the changing donor priority and other contextual issues Jana Vikas has changed its strategic plan. In the strategic plan for 2014-2018 it has emphasised the livelihood programme which includes agriculture and other. This has had an effect, through JV's strategic change and the identification of training needs on all the changes discussed above.

- **Natural calamities [12]:** Since 2011 Orissa was shattered down twice with severe floods and once with the cyclone Phailin. This caused massive loss of property and human lives. The Kandhamal district is situated 3000 feet above the sea level, however due to heavy rain and wind (at a speed of around 200 kmph) caused huge destruction in this district both in terms of property and human lives. In the post Phailin period Jana Vikas actively participated in the relief and rehabilitation works. This resulted in improved trust relationships with government and also helped Jana Vikas to profile itself as a secular organisation. This also caused Jana Vikas to make a strategic change to focus on the livelihoods of the affected people. New funders could be approached for the relief and rehabilitation work. This has had an effect, through JV's strategic change and the identification of training needs on all the changes discussed above.

- **Strengthened leadership [15]:** In 2013 Jana Vikas got separated from the Catholic charity and became a separate entity. This was primarily done to profile Jana Vikas as a secular organisation in relation to the riot prone area and following the government's stricter policies towards NGOs [10] which affected restructuring of the organisation [27]. There has been a reshuffle in the board

members and the organisation got restructured. The director took initiative [15] in decentralizing the organisational structure by establishing separate departments and putting each department under a program manager. This has had an effect, through more focussed planning and review meetings and identification of training needs on all the changes discussed above.

- MFS II funds [25] and MISEREOR funds [26]: were used for the trainings that led to Improved capacity to lobby and advocate on government entitlements (underlying the improved networking), knowledge on how to improve policies for better compliance and knowledge on RBM for improved PME and accountability.

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5 Discussion and conclusion

5.1 Methodological issues

In order to get detailed information on the capacity development of the staff, self-assessment forms were filled in by the management (Secretary), Programme staff (Programme manager, programme cum M&E officer, program officer, programme coordinator, senior facilitator, gender coordinator, assistant coordinator, marketing officer), HR/Admin staff (Assistant Director cum HR, Accountant) and field staff (four community organisers).

Jana Vikas depends mainly on key staff which performs multiple tasks. Their financial condition is also not so that it would allow them to have a separate team for M&E and programme coordination. Due to this multifaceted roles played by the same category of staff, the evaluators had to put Programme cum M&E officer under programme staff; and assistant director cum HR under HR/Administration. The agreed questionnaire was aimed at teasing out information from various levels of staff without putting them in any awkward situation. The modified and nuanced repetition of questions when translated to an audience not properly exposed to the English language, created a sense of repetitiveness. Evaluators tried to resolve this, by clarifying the responses by follow-up interviews after studying the responses.

In order to ensure a deeper insight, the programme staff was divided into two groups. Small groups ensured effective participation. At the same time it helped the evaluation team to assess any discrepancies in the reporting of the same level of staff.

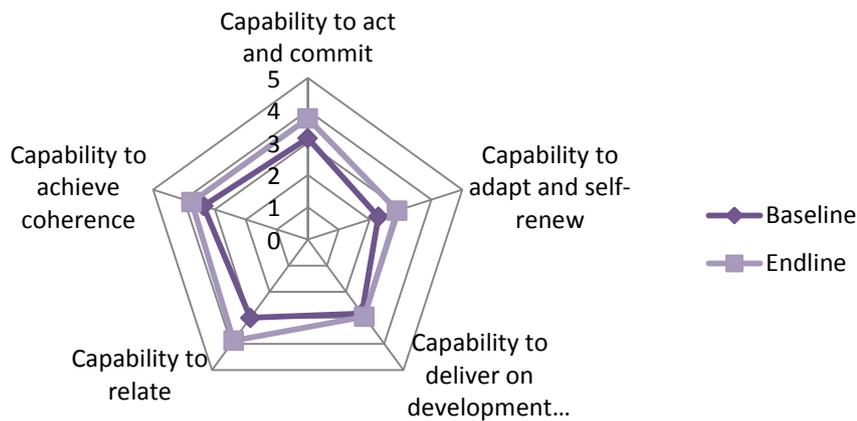
Jana Vikas was well versed with the 5C model, with the endline workshop being attended by the same staff as during the baseline except for the Programme manager, programme cum M&E officer, marketing officer, Assistant director cum HR and one community organiser. The management had discussed the baseline report and had sincerely tried to address those points to the best of their abilities. Therefore, staff faced no difficulty in identifying the key organisational capacity changes since the baseline and developing the general causal map. Jana Vikas filled in the capacity development sheet for the interventions under MFS II supported funding.

Jana Vikas does not have an Organisation Development Consultant. In their baseline assessment, it was pointed out that Jana Vikas should reduce its overdependence on an external Organisation Development Consultant. Since the baseline Jana Vikas has hired trained M&E and strategic organisational development personnel. They formed the middle management and core advisory team to the Director in the arena of documentation, M&E, reporting formats and programme coordination. This is a positive response from the SPO regarding its organisational strengthening.

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?*



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

Over the last two years many improvements took place in the indicators under the capability to act and commit. There is now more two way communication between the director and the field staff. The director also improved his relationships with the board and the target groups. There is less hierarchy in the organisation and the leader has created a sharing platform. In terms of strategic guidance, the director improved as he involved all staff in the drafting of a new strategic plan and is looking into resource mobilisation. The staff turnover remained low and staff were more eager to stay because the office was moved to the project area (less traveling) and accommodation improved. The organisational restructuring led to more clarity for staff on their roles and responsibility. Two new skilled staff were hired and some gaps in skills that were mentioned during the baseline are now addressed, e.g. in value chains and business plans. There now is an operational HR policy that ensures that trainings for staff are more regular. The salaries are increased by 10 percent every year in the Cordaid funded project and by 5 percent for the staff involved in other projects. Also provisions have been made for an Employment Provident Fund and Life Insurance policy for staff. New funders have been attracted, including the National Foundation of India, Young Women Christian Association and IGSSS. JV moved from having no funding procedures whatsoever to having a resource mobilisation department and PME unit that together track funding opportunities. Proposals are now written and there are open discussions about funding opportunities.

In the capability to adapt and self-renew JV improved in all indicators. They now have an operational PME unit and a core committee that reviews progress. This unit is funded by Cordaid under MFS II. The PME policy has been developed (but has to be approved by the board). Staff skills increased as they had training in M&E and has started working with results based monitoring instead of activity based monitoring. There was a very slight improvement in using M&E strategically as monitoring findings are now used for operations. Collected data is used for report and proposal writing. In 2013 there was an important moment for critical reflection when staff did a SWOT analysis for their organisation and drafted the strategic plan. The change in the organogram allows for more democratic decision making and more freedom for ideas of staff. The gap between the management and field staff has been closed, because the director decided to spend every other week in the field. On top of that the office was moved to the field which allowed JV to track their operating environment more directly. They also now have more sources of information about their operating environment, not just local sources but also from networks and the government on higher levels. The responsiveness to different stakeholders improved because the image of JV improved when they separated from the Catholic Charities.

In terms of the capability to deliver on development objectives, there has been a slight improvement in the cost-effectiveness of JV. They have reduced travel costs by moving the office to the field and are cutting costs by letting staff multi-task. There has been a very slight improvement in having mechanisms to ensure that beneficiary needs are being met. They now have a pilot programme with placing a complaint box in the project areas where stakeholders can enter their feedback and grievances. This is then taken up by project staff.

In the capability to relate, JV improved in all the indicators. They are now more open to inputs from partners, target groups and government organisations as they invited them to share their views on the new strategic plan (2014-2018). Networks and linkages for resource mobilisation improved. They have new partners and are working more with government institutions and the media. Relations with the target group have also improved because there are no longer religious threats in the area and a bus line was opened. This makes it easier to visit the target groups. Moving the office to the field has also helped in this. JV work in rehabilitation after the cyclone in October 2013 has also made their trust relationship with the target group better. Finally, the relations within JV increased slightly because of organisational restructuring. There is now less hierarchy and the working environment is more friendly.

Finally, JV slightly improved in its capability to achieve coherence. JV improved in terms of revisiting mission, vision and strategies because in 2013 they revised their strategic plan. New staff are now made familiar with the vision and mission of the organisations and there are regular discussions on vision and mission (annually) and strategies (biannually). The HR, Finance and Gender policies now are approved by the board. After a policy development workshop by ASK, new policies on PME, Child Protection, environment, Disability and Sexual Harassment are in the making.

During the endline workshop some key organisational capacity changes were brought up by JV's staff, these have been captured in the general causal map in 4.2.2: improved networking with government, NGOs and CBOs; and improved systems of programme monitoring in place. It is expected that both these areas will contribute to improve its capacity for resource mobilisation. 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 provide by the evaluation team.

Improved networking with government, NGOs and CBOs was because of building of a trust relationship with the government after the cyclone in October 2013, and because of JV's involvement in the REHNUMA alliance with other NGO and CBO partners. Both of these developments can be attributed to JV's improved capacity to lobby and advocate on government entitlements which was a result of trainings and exposure visits. These include: training on Lobby Right to Information Act (funded by MFS II), training in Government Entitlements (funded by MFS II), Internal exposure on People Led Development (PLD) (funded by MISEREOR). Staff attended these trainings after an identification of gaps and training needs which was done after JV's strategic change and the input from external evaluations on this issue. The strategic change was a move from being an implementing organisation to becoming a resource centre. This change was mostly due to natural calamities (focus on livelihood affected people) and focussed planning and review meetings. Planning and review meetings became more focussed because of a focussed approach towards programmes, strengthened MIS (because of organisational restructuring) and strengthened leadership. The systems of programme monitoring in place improved because of an accountability mechanism that is now in place, improved PME and better compliance. The accountability mechanism was a result of the restructuring of the organisation: it is now much more clear who reports to who. PME improved because of focussed review and planning meetings, knowledge on RBM and PME because of trainings and recruitment of new skilled M&E staff. Trainings were all funded by MFS II: training on RBM, training on PME, training on strategic planning and on SHG management. JV improved its compliance to its operational guidelines because of the revision of operational policies and the formation of thematic committees to see to the implementation of policies. The policies were revised during a Policy development workshop that was funded by MFS II. All in all, MFS II funded capacity development interventions, according to JV, had an effect on the organisation's capacity to lobby and advocate on government entitlements, knowledge on RBM and PME; and revision of policies.

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Overall evaluation methodology

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List of documents available:

OROSA Final Report.doc
Cordaid-2.jpg
Cordaid-3.jpg
cordaid-4.jpg
cordaid-5.jpg
cordaid-6.jpg
EDITED CORDAID REPORT to be sent.docx
Finacial_Manual.pdf

Govt.Entitlements.docx
gv - 5C_baseline_report_India_JanaVikas_17122013_AW_CK.pdf
Jana Vikas Budget 2013 - 2016.xls
JANA VIKAS PROJECT_PROPOSAL-2013-2016 (1).doc
JV-ORGANOGRAM-FINAL.jpg
Land Productivity and Mixed Cropping.docx
Micro Finance Management.docx
Micro Planning.docx
NEW DIP CORDIAD 2013-2014.docx
People'PP 1.jpg
People's PP 1-2 Budget spent on project 109568.docx
People's PP 2.jpg
People's pp.jpg
Planning Meeting for women.docx
policy development.docx
Report on Organizational Assessment and Context Analysis Jan Vikas.doc
Six Month Reports - 2014.doc
Soral Training.docx
SRI.docx
strategic plan_Edited Version.doc
Training on Business Plan.docx
Training on Collective Marketing at Nuapadar.docx
Training on Collective Marketing at Sadingia.docx
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Training on Micro Finance Management.docx
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BUSINESS PLAN TEMPLATE.docx
Business Plan.docx
Collective Marketing.docx
Cord Aid 1.jpg
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Cord Aid 3.jpg
Cordaid 1-6 Grant agreement and budget for 2013-2014 project 109568.docx
CORDAID COMPLETION REPORT-2010-2013.docx
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Fieldwork data:

Annex C_5C Endline_Capacity Development Sheet SPO Perspective_Jana Vikas.docx
5c endline self-assessment of the SPO on organisational capacity - field staff_India_JanaVikas.docx
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management_India_JanaVikas.docx
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staff_India_JanaVikas.doc
ATTENDANCE SHEET for JAN VIKAS 21 & 22 AUG Workshop.docx
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organisations_India_JanaVikas_Cordaid_NB.docx
5C endline_support to capacity development sheet_CFA
perspective_India_JanaVikas_Cordaid_NB.docx



List of Respondents

Jana Vikas Staff:

NAME	DESIGNATION	21 st Aug	22 nd Aug
Father Manoj kumar Nayak	Secretary	Present	Present
Tapaswini Panda	Program Coordinator	Present	Present
Swarna Lata Sanseth	Community Organiser	Present	Present
Banchhanidhi Nayak	Community Organiser	Present	Present
Lalit Kumar Digal	Community Organiser	Present	Present
Utkal Majhi	Community Organiser	Present	Present
Fr. Madan Sual Singh	Project Director	Present	Present
Arun kumar nayak	Programme manager	Present	Present
Simanchala parichha	Lobby & advocacy officer	Present	Present
Manoj kumar digal	Cooperative cum gender coordinator	Present	Present
Rasanta palta singh	Senior facilitator	Present	Present
Vijaya behera	Programme manager	Present	Present
Akshaya singh	Programme officer	Present	Present
Chhotray digal	Assistant coordinator	Present	Present
Pradeep pradhan	Accountant	Present	Present
Sujit Kumar Digal	Marketing Officer	Present	Present
Ramakanta Kanhar	Coordinator	Present	Present

CFA

Gerdien Seegers, Programme Manager at Cordaid. Interviewed on 26 March 2014.

Appendix 1 Methodological approach & reflection

Introduction

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

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

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

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

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

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

Changes in partner organisation's capacity – evaluation question 1

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

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

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012.⁶ 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.

⁶ The same categories were used as during the baseline (except beneficiaries, other funders): staff categories including management, programme staff, project staff, monitoring and evaluation staff, field staff, administration staff; stakeholder categories including co-financing agency (CFA), consultants, partners.

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

Key steps to assess changes in indicators are described

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

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

Below each of these steps is further explained.

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

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

General questions about key changes in the capacity of the SPO

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

General causal map

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

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

Step 6. Interview the CFA – CDI team

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

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

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

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

An endline workshop with the SPO was intended to:

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

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

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

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

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

Step 8. Interview SPO staff – in-country team

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Background information on process tracing

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

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

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

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

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

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

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

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

Selection of SPOs for 5C process tracing

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

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

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

ETHIOPIA

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

Table 1

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

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

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

Source: country baseline report, Ethiopia.

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

Table 2

SPOs selected for process tracing – Ethiopia

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

INDIA

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

Table 3

The extent to which the Dutch NGO explicitly targets the following capabilities – India⁷

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

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

Source: country baseline report, India.

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

Table 4

SPOs selected for process tracing – India

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

⁷ 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 ikologi	ECPAT	GSS	Lem bage Kita	Pt. PPMA	Rifka Annisa	WIIP	Yad upa	Yayasan Kelola	YPI	YRBI
Act and commit	4	4	4	5	4	4	5	3	3	2	5	4
Deliver on development objectives	1	1	1	2	2	1	2	1	1	1	1	1
Adapt and self-renew	3	1	2	4	2	3	4	4	1	1	4	3
Relate	1	1	2	3	3	2	1	2	2	2	3	2
Achieve coherence	1	1	1	2	1	1	2	2	1	1	2	1

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

Source: country baseline report, Indonesia.

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

Table 6

SPOs selected for process tracing – Indonesia

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

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

LIBERIA

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

Table 7

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

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

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

Source: country baseline report, Liberia.

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

Table 8

SPOs selected for process tracing – Liberia

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

Key steps in process tracing for the 5C study

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

Key steps in process tracing for the 5C study

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

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

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

A **detailed causal map (or model of change)** = the representation of all possible explanations – causal pathways for a change/ outcome. These pathways are that of the intervention, rival pathways and pathways that combine parts of the intervention pathway with that of others. This also depicts the reciprocity of various events influencing each other and impacting the overall change.

A **causal mechanism** = is the combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome (Beach and Pedersen, 2013, p. 176).

Part or cause = one actor with its attributes carrying out activities/ producing outputs that lead to change in other parts. The final part or cause is the change/ outcome.

Attributes of the actor = specificities of the actor that increase his chance to introduce change or not such as its position in its institutional environment.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A model of change of good quality includes:

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

A model of change (within the 5C study called a 'detailed causal map') is a complex system which produces intermediate and long-term outcomes by the interaction of other parts. It consists of parts or causes that often consist of one actor with its attributes that is implementing activities leading to change in other parts (Beach & Pedersen, 2013). A helpful way of constructing the model of change is to think in terms of actors carrying out activities that lead to other actors changing their behaviour. The model of change can be explained as a range of activities carried out by different *actors* (including the CFA and SPO under evaluation) that will ultimately lead to an outcome. Besides this, there are also '*structural*' elements, which are to be interpreted as external factors (such as economic conjuncture); and *attributes* of the actor (does the actor have the legitimacy to ask for change or not, what is its position in the sector) that should be looked at (Beach & Pedersen, 2013). In fact Beach and Pedersen, make a fine point about the subjectivity of the actor in a dynamic context. This means, in qualitative methodologies, capturing the changes in the actor, acted upon area or person/organisation, in a non sequential and non temporal format. Things which were done recently could have corrected behavioural outcomes of an organisation and at the same 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).

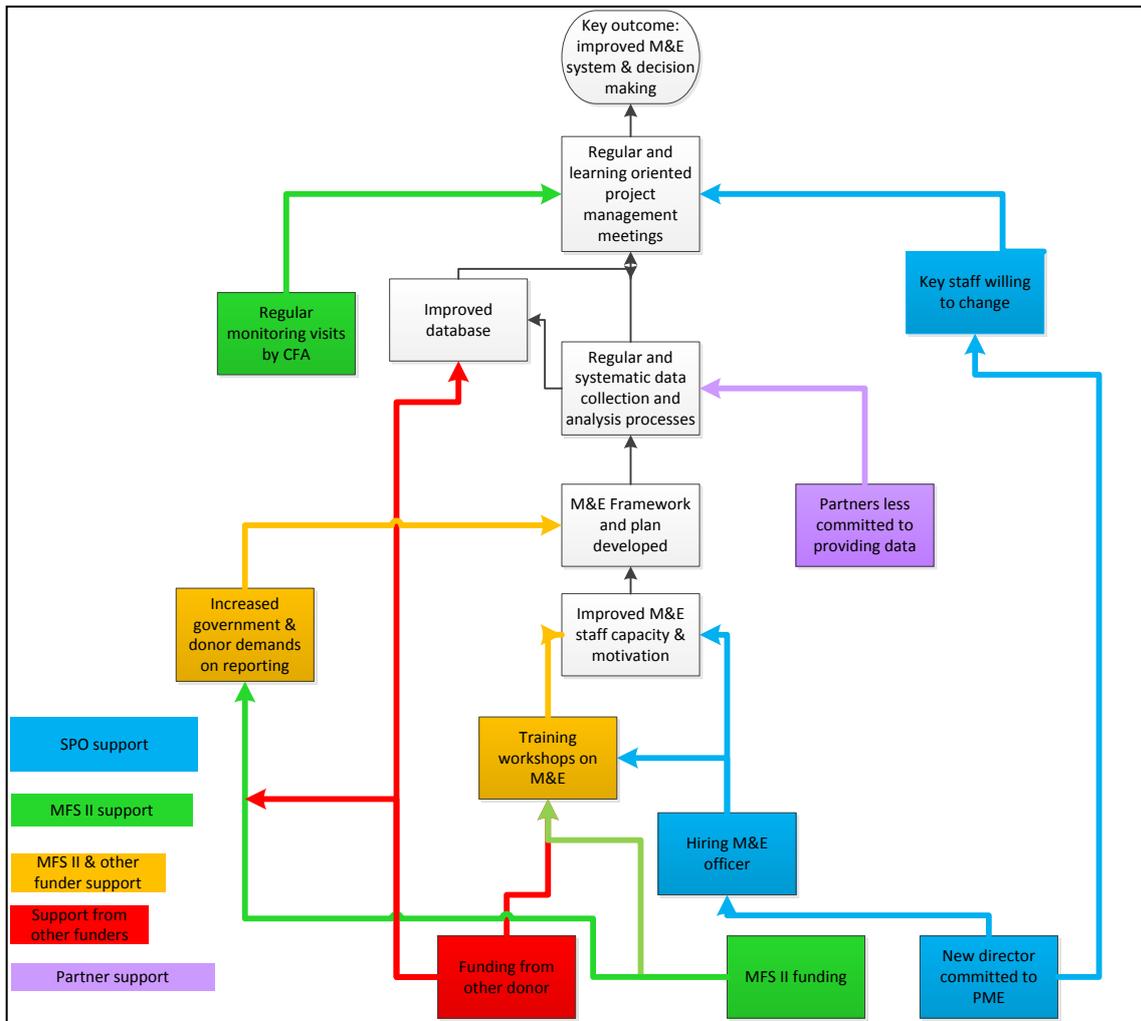


Figure 1 An imaginary example of a model of change

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

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

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

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

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

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

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

Confirming/ rejecting a causal relation (yes/no);

Type of causal mechanism: intended contribution/ other contribution/ condition leading to intended contribution/ intended condition to other contribution/ feedback loop;

Strength of evidence: strong/ rather strong/ rather weak/ weak.

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

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

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

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

Explaining factors – evaluation question 4

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

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

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

Methodological reflection

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

Use of the 5 core capabilities framework and qualitative approach: this has proven to a be very useful framework to assess organisational capacity. The five core capabilities provide a comprehensive picture of the capacity of an organisation. The capabilities are interlinked, which was also reflected in the description of standard indicators, that have been developed for the purpose of this 5C evaluation

and agreed upon for the eight countries. Using this framework with a mainly qualitative approach has provided rich information for the SPOs and CFAs, and many have indicated this was a useful learning exercise.

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

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

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

A few remarks need to be made:

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

how these individuals change behaviour is crucial. Also attrition and change in key organisational positions can contribute considerably to the outcome.

Utilisation of the evaluation

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

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

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

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

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

5C Endline process, and in particular thoroughness of process tracing often appreciated as learning process: The SPO perspective has also brought to light a new experience and technique of self-

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

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

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

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

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

Appendix 3 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

Level of Effective Leadership

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

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

Jana Vikas leadership is approachable and responsive. The director is an MBA graduate in rural management and has served in Jana Vikas as assistant director before becoming the director in 2013. During the baseline there was a lack of two-way communication between the director and the (field) staff. Since the baseline he has improved his relationship and communication with the board members, staff and members of the target groups. The leader has become very innovative in strengthening his relationship with the staff and the target groups. For e.g. after becoming the director he decided to spend one week in the field and one week in the office, throughout the year, to get better interaction with the staff and target groups. The leadership of the organization has established open sharing platforms during meetings. Staff can approach and share their concern with the director at any point of time. Staff indicate that the level of hierarchy in the organization has blurred. Field staff can directly communicate with the director. This has led to increased transparency and mutual trust between the director and other staff.

The leadership takes initiative in planning strategies and policies for resource mobilisation and for implementing their programme. The leadership responded to the feedback given by external evaluators appointed by Cordaid, regarding the need to overhaul the organisational structure which resulted in a change in the organogram. This external evaluation in 2013 flagged that there was space for improvement for JV's leader to engage with board members through presenting project updates and propose new ideas for the development of Jana Vikas, as most staff don't even know who the board members are and what their role is in the organisation. The external evaluator also observed that the board approves policies but that there is no follow up whether the policies are being implemented or not. To address this, in the strategic plan for 2014-18 the responsibilities of the governing board and the director were outlined. Since this evaluation in 2013, the leader's relationship with the board members has strengthened, so that the leadership faced no hurdle in making Jana Vikas an independent organisation, separate from the Catholic Charity.

Score baseline: 2.5

Score endline: 3.5 (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

Jana Vikas has a competent and active board comprising nine members from the field of administration, social sector, academics and priests. The Board meets at least once in the year and if needed twice a year. Leadership is in charge of the overall monitoring of the organisation. However,

approval for new projects is dependent on the board, that also looks into policy formulation/amendments required for bidding for new projects. The leader takes initiative in developing strategic planning and policies, for example: he took appropriate steps when there was a change in the national and local context and government policies. With this change a new strategic plan has been drafted in alignment with the mission and vision for the 2014-18 period. He also initiated a change in the organogram to have a more focused approach toward the programs and has been involved in developing new policies in alignment with mission and vision such as the child protection policy and disability policy. The leader took initiative in developing strategic planning for resource mobilization and led from the front in delivering services. For example, in the post Phailin relief work the director led from the front in distributing relief aids, mobilising resources for relief, lobbying government to declare some blocks of Kandhamal as Phailin affected area etc. While during the baseline there was a communication gap between the leadership and the staff members, now there is increased collective involvement of staff in decision making and discussion. Role clarity and milestone setting in which guidance is provided by the leadership have helped with this.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

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

This is about staff turnover.

Jana Vikas has been able to keep the staff turnover low, which is attributed to shifting of their office to the project area. During the baseline it was mentioned that it was difficult to recruit new staff in Kandhamal because of its remoteness and presence of Naxalites (militant groups). Now, communication in Kandhamal has increased and the connectivity with the state capital has improved. There has been a slight decrease in the concerns related to the Naxalites within the district. More people with professional degree are available within the job market. During the baseline accommodation for the staff was a problem in after the riots in 2008, but this has improved now. Better internet access also makes working easier. Independence to work and take decisions has increased and there has been a more positive image of Jana Vikas both within community and with the government. This has helped the staffs at different levels. Over the last two years of the 92 staff, six have left due to getting a government job, a job closer to home and to care for their new born babies. There has been recruitment of two skilled professional staff to the organisation. This has been due to a better recruitment process through a recruitment committee, better HR policy, staff social security as motivating factor (MFS II funded the social security of staff) and staff are allowed to take leave for examination preparation if pursuing higher education.

Score baseline: 3.0

Score endline: 3.25 (very slight improvement)

Level of realistic strategic planning

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

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

Jana Vikas has a well-defined and documented organogram. The organisational structure provides for proper devolution of work and accountability at all levels. Since the baseline there has been an organisational restructuring, to ensure the clarity for all staff members in terms of their roles and responsibilities that was lacking during the baseline. For instance, the Executive Director has to report to the Governing Body and is in turn supported by the Assistant Director. The Assistant Director is further in charge of the programme unit, HRD (Human Resource Development) unit, Resource unit, Administration Unit and Finance unit. He is further helped by the programme staff, coordinator and accountants. Jana Vikas' management has consciously formed different committees (the Core committee, Grievance committee, Gender and sexual harassment committee, Staff council and Resource mobilization committee, Procurement committee) to oversee the administrative processes

and implementation of policies of the organisation. These committees take decisions on important issues. Grievances of the staffs can be easily brought to the notice and addressed within 21 days. Another issue that has improved since the baseline is the hierarchical structure. While this was strong two years ago now the level of hierarchy in the organization has blurred and field staff can directly communicate with the director.

There are now seven thematic committees in place that consist of staff of different departments. These committees ensure that the policies of Jana Vikas are followed and implemented.

Score baseline: 3.0

Score endline: 4.0 (improvement)

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

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

After Jana Vikas' strategic plan for 2007-2012, the organisation decided to develop a new strategic plan that would be relevant and effective in the changing scenario. To assist in this, the Association for Stimulating Know How (ASK) was given the responsibility to conduct a situational and context analysis to understand the progress and change in the environment in July 2013. There is now a strategic plan for 2014-2018 in place which is based on the situational analysis done by ASK. Several strategies were developed to strengthen Jana Vikas' position as a direct implementer, capacity building and resource organisation. In Jana Vikas there is an Annual Quarterly Review meeting to analyse the progress of the organisation and for preparing strategic planning. There are monthly-review meetings as well as, mid-term reviews. The overall approach of Jana Vikas has changed from activity based monitoring to results based monitoring, but systematic analysis from the data collected is still lacking. This new strategic plan seems to still lack an explicit financing strategy, as was the case in the baseline. Therefore there has been no change in this indicator.

Score baseline: 3.5

Score endline: 3.5 (no change)

Level of translation of strategy into operations

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.

Daily operations of Jana Vikas are in line with its strategic plan. There is a clear monthly plan for each staff member to implement their project activities. Staff is given regular orientation in monthly and annual review and planning meetings. There is increase in the frequency of the meetings and feedback with the shift of the office to the project area. Also the Director's presence in the field for one week also helps in operationalizing the strategic plan. The activities have become more result oriented. Field level staff is able to take more ownership and is able to deal with problems independently at their level as their confidence has increased. There is a clear monitoring and evaluation system by program managers and coordinators and give hand-holding support to field level staffs for result based work. The new PME unit monitor, evaluate and analyse the data and this gives clear direction for the implementation of the plan. The changes in the daily operations are aligned to the feedback from the donor and its external evaluator. Though there is a clear monthly implementation plan for each staff and regular orientation of the staff in programme implementation, Jana Vikas still needs to improve its planning capacities in term of timely submission of monitoring reports to Cordaid.

Score baseline: 4.0

Score endline: 4.0 (no change)

Level of staff capacity and motivation

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.

There has been a very slight improvement in the indicator. Jana Vikas continues to have well-qualified and professionally competent staff and has hired two new skilled staff over the last two years. During the baseline the staff could further enhance their skills in business planning, addressing social issues, communication on government schemes, strategic planning, results based management, reporting and business processes. Some of these gaps have been worked on. Senior staff now give trainings to communities and NGO staff on different government schemes and provisions as they have become better in communicating about this. From Cordaid they have received input on value chains, marketing and business plans in the value chain project, and this has improved their skills in business processes. There have been various trainings through which staff have improved their skills on micro-entrepreneurship, communication, networking, advocacy, writing proposal, results based monitoring, training of trainers, data collection, report writing, SHG management. These skills are then used in training the SHGs, cooperative members and CBOs on these topics. There is, however, still a need for handholding support for a longer period on improving documentation.

Score baseline: 4.0

Score endline: 4.5 (slight 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

Staff of Jana Vikas is continued to be offered a range of training opportunities both internally as well as externally. Cordaid has continued to fund services and trainings provided by ASK for improving Jana Vikas' capacity. Trainings continue to be needs based. Over the last two years JV has implemented more trainings for its staff. Most of the trainings are facilitated by ASK India, Hennery Martin Institute Hyderabad, SFDC, Trocaire, CSFHR and have been on topics such as government schemes, FRA, Minority provision, Sexual Assault for women, Micro-Plan, Land productivity, Effect Base Monitoring, RTI, Child Protection Act, RBM, PME, business planning, report writing, policy development, etc.

Some of the specific trainings that were given to Jana Vikas staff over the last two years:

- Training on Lobby Right to Information (RTI) Act: In 2012 training on Lobby Right to Information Act was organised by Jana Vikas with the help of an external resource person from ASK India and was funded by MFS II, Cordaid. As a result of this training staff emerged as RTI activists. The training imparted knowledge to staff and improved confidence in lobby and advocacy activities. Five Information centres at five Gram Panchayats have been set up to facilitate the communities to access different news, forms, current affairs and information on schemes.
- Training on PME: Four days training program was organised from 13-16 April 2013 at N. Nuagaon by Jana Vikas which was facilitated by ASK India and supported by Cordaid ((MFS II funding). The objective of the training was to capacitate the staff on situational analysis, project formation, M&E, reporting and documentation. The facilitator practically helped them to prepare result based project proposals development, problem tree analysis, impact analysis, results based monitoring etc. As a result the capacity of the staff improved to fine-tune MIS formats and indicators to collect focused data from the field and analyse it to find gaps. The findings of the data are further used to develop proposals.
- Training on SHG Management: On 30th April 2013 capacity building training was organised on SHG management facilitated by ASK India, New Delhi. The objective of the training was to train the staff on gradation of the SHGs, record keeping, format development for MIS etc. This training was funded by Cordaid.
- Training on Strategic planning: was conducted from 15th to 21th August 2013 on strategic planning was organised in two phases at K. Nuagaon which was facilitated by ASK India, New Delhi. The objective of the training was to discuss different contextual issues and train the staff to find the gaps and make strategic planning to address the issues. This training was funded by Cordaid.

- Training on Government Entitlements: On 22nd November 2013 training on Government Entitlement was organised by Jana Vikas at K. Nuagaon, facilitated by external resource person. The objective of the workshop was to train the staff on how to make people aware of government schemes, benefits of the schemes, how to apply the schemes etc. This training was funded by Cordaid.
- Workshop on Policy Development: The workshop on Policy Development was organised at K. Nuagaon, facilitated by ASK India, New Delhi in 21-26 February, 2014. The external resource person trained the staff to review and revise the policies on Human Resource, Gender, Finance and HIV/AIDS. The staffs were capacitated to develop new policies such as, Child Protection Policy, Disability Policy and Environment Policy. New Committees were also setup for better and faster implementation of the projects. This training was funded by Cordaid.
- FCRA Outreach Seminar: One day outreach seminar was organised and funded by the Ministry of Home Affairs (Foreign Division) on 8th May 2014 at Bhubaneswar. The object of the training was to train the participants on various provisions of Foreign Contribution Regulation Act, 2010 and FCRA Rules 2011. This resulted in exchanging ideas and views on FCRA related issues.
- 'Women atrocity' in BBSR conducted by NAWO on July, 2014. This training was funded by the government of Odisha and Trocaire, India.

During the baseline there was a felt need for a HR department to deal with HR related issues and plan training initiatives on regular intervals. After the baseline a HR policy has been put in place and the staff felt that the trainings have helped a lot in putting better systems in place. Also staff feel that trainings are held at more regular intervals. As the Forest Rights Act is an emerging issue in context to Kandhamal, intensive trainings on this topic are still required for staff.

Score baseline: 4.0

Score endline: 4.5 (slight improvement)

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

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

While during the baseline staff enjoyed freedom at work and got satisfaction from doing good, their salaries were low and they had no social security. Over the last two years, Jana Vikas has worked towards implementing an organisational policy of increasing the salary of its employees by ten percent every year for those working in the Cordaid funded projects; and for the rest the increase is five percent. Salaries are inflation adjusted. Salaries are given to staff during leave on health grounds. Furthermore, staff have been provided with motorcycles and bicycles to visit the fields, whilst the government has put a lot of emphasis in constructing roads to improve the connectivity between interior villages and the state highways. This not only motivated the staff but helped them to visit fields with ease and frequently. Mobile and internet facilities are also provided during field visits. Another motivational factor are the skill building for staff through providing them trainings and exposure visits.

The organisational assessment by ASK in July 2013 found that although JV is registered under the Employment Provident Fund (EPF) Act, the organisation is not providing provident fund to their staff. As discussed with the Director and Assistant Director, the organisation is working under project mode and are therefore unable to provide EPF. Under government norms, every institution that employs 20 or more employees should provide this provident fund. The HR and administrative staff of JV indicated that provisions have been made for the Employment Provident Fund and Life Insurance Policy. New committees were formed to deal with staff issues in a timely manner, such as the grievance shell, staff council and the sexual harassment committee.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

Level of Financial Resource Security

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.

Jana Vikas continues to receive funding from the funders that were there during the baseline: MISEREOR, ENTRIDE, Trocaire, Manos Unidas, Diocese Mangalore and Cordaid. Cordaid funding runs until May 2015. In addition to the existing donors, JV has mobilised funds from new donors such as the National Foundation of India, New Delhi for the REHNUMA project, the Young Women Christian Association and the Indo-Global Social Service Society (IGSSS). Proposals to funders such as NABARD, KNH Germany, Restless Development International, Ministry of Minority affairs for a Projects on minorities, are in the pipeline. Jana Vikas has been able to approach these new donors because of various reasons including, better proposal writing and better networking with the government and NGOs also because of their involvement in the relief and humanitarian assistance following the floods and the cyclone Phailin.

Score baseline: 3.5

Score endline: 4.0 (slight 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.

During the baseline there were no procedures for exploring new funding and there were no discussions within the organisation on this topic. Now there is a resource mobilisation department and a PME unit that together track contextual issues and funding opportunities. The resource mobilization department has been restructured to nurture and leverage new funding sources both at national and international level. Cordaid provided funding to establish these different departments. New skilled and professional staff was hired for these departments. Existing staff improved their capacity in reporting, proposal development and case study writing to increase visibility of the organisation. Jana Vikas' website development is in progress to increase visibility of the organisation and mobilise funds.

The new strategic plan 2014-2018 keeps in mind the contextual issues to better mobilize funds from different sources, keeping in mind donor priorities. Within this strategic plan strategies and procedures to leverage funds from state, national and international donors are included. There is now also more open discussion among staff about exploring funding opportunities. The governing board has approved the organisation to explore new funding opportunities. Jana Vikas has been exposed to and updated about funding opportunities through their alliance partners in the REHNUMA project funded, being a member of the Civil Society Forum for Human Rights, and through the FCRA seminar organized by the Ministry of home affairs, and now they are better aware of the government regulations for receiving foreign contributions.

Score baseline: 1.0

Score endline: 3.0 (considerable improvement)

Summary of capability to act and commit

Since the baseline, the two-way communication between the director and the (field) staff and target groups has improved. The leader has become very innovative in strengthening his relationship with the staff and the target groups. The communication gap between the leadership and the staff members was closed as now there is increased collective involvement of staff in decision making and discussion. Since an external evaluation in 2013, the relationship between the board members and the leader has strengthened and in the strategic plan for 2014-2018 the responsibilities of the governing board and the director were clarified. Since the baseline there has been an organisational restructuring, to ensure the clarity for all staff members in terms of their roles and responsibilities that was lacking during the baseline. The hierarchical structure, while this was strong two years ago, now

the level of hierarchy in the organization has blurred. There are now seven thematic committees in place that ensure that the policies of Jana Vikas are followed and implemented. The organisation now has a new strategic plan in place for 2014-2018, which was based on the situational and context analysis done by ASK to adapt it to the changing environment. There is still no systematic use of M&E findings in the strategic plan and also an explicit financing strategy linked to the strategic plan is lacking. Jana Vikas' daily operations are still in line with this new strategic plan. There are clear monthly plans for each staff member to implement their project activities, but they need to improve their planning capacities in terms of timely submission of monitoring reports to Cordaid. Jana Vikas has been able to keep staff turnover low over the last two years. Of the 92 staff members, 6 have left due to better opportunities and family matters. It has become easier to recruit new staff as the project area (Kandhamal) is now better connected and concerns about Naxalites are less. This together with a better recruitment process has led to the recruitment of two new skilled staff who joined the new resource mobilisation unit and the PME unit. Also while during the baseline there was no social security, this is now in place. This was made possible by MFS II funding from Cordaid. Over the last two years Jana Vikas has worked on several gaps in staff skills that were mentioned during the baseline. They have improved their skills in business process, communication on government schemes, results based managed and SHG management to name a few. There is, however, still a need for handholding support for a longer period on improving documentation. Over the last two years JV has implemented more trainings for its staff and most of the trainings are facilitated by ASK India, Hennerly Martin Institute Hyderabad, SFDC, Trocaire, CSFHR. Trainings are felt to be held at more regular intervals, but training on the emerging issue of the Forest Rights Act is still required. These trainings are one of the motivational factors of JV's staff. Since the baseline the salaries have increased with 10 percent per year for Cordaid funded project staff and with 5 percent for other staff. Provisions have been made to continue paying staff when on health leave and for Employment Provident Fund and Life Insurance Policy. New committees were formed to deal with staff issues in a timely manner, such as the grievance shell, staff council and the sexual harassment committee. Regarding JV's funding situation, they have expanded their donor base, which existed of 6 donors during the baseline with new funders such as the National Foundation of India, New Delhi for the REHNUMA project, the Young Women Christian Association and the Indo-Global Social Service Society (IGSSS). Proposals to funders such as NABARD, KNH Germany, Restless Development International, Ministry of Minority affairs, are in the pipeline. While during the baseline there were no funding procedures and there was no discussions on exploring new funding, now in the new strategic plan funding procedures are included and staff discuss more openly about this topic. The establishment of a resource mobilisation department, improved capacity of staff to write proposals, improved networking and training on the FCRA have further helped Jana Vikas in streamlining its activities to explore new funding opportunities.

Score baseline: 3.1

Score endline: 3.8 (slight improvement)

Capability to adapt and self-renew

Level of effective application of M&E

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

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

In the last two years, the PME (Planning Monitoring and Evaluation) unit has become operational and has developed a checklist for each project activity to enable better monitoring. This helps to collect data for review and analysis of a programme which is then used for preparing reports and for proposal writing for upcoming projects. The PME team meets quarterly to review the progress and discuss on strategic planning. Along with this, a core committee has been formed to review and monitor the progress of the projects. Some efforts have been made to modify the MIS tool to link it to result based management (RBM) and to collect focused data from the community members, project coordinators, Panchayati Raj Institution (PRI) members, and other government institutions. The PME policy has been revised and is awaiting governing board's approval.

The organisational assessment by ASK India in July 2013 helped Jana Vikas to identify the gaps in the PME system. Based on this finding a strategic plan for 2014-18 was formulated which further strengthened the PME system. In the light of this strategic plan a full time personnel is appointed to work for a separate PME unit is established with the support from Cordaid. Jana Vikas also shifted its monitoring process from activity based monitoring to results based management (RBM). It is also looking forward to develop software to maintain MIS to generate information.

Score baseline: 2.0

Score endline: 3.0 (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.

During the baseline the Program and Monitoring Unit was formally in place, but not operational. This unit is now called the PME unit and has skilled staff that works on streamlining the M&E system. Cordaid funding has made this possible. It was also noted during the baseline that staff needed training in results based monitoring. Staff have received training in this (funded by Cordaid) and new skilled M&E staff has been hired. The programme managers now have checklists and formats to guide them in the M&E process.

They now use excel sheets to collect and analyse the data and in future they look forward to implement software to maintain MIS to generate information. PME staff are better skilled to monitor, collect and analyse the data. After analysing the data they use it for program development, proposal and report writing, but it is still not used strategically for future plans. Field staff is trained in developing monitoring tools and documenting case studies, which are facilitated by PME staff. For effective functioning of PME, some of the experienced and senior professionals are involved in planning, monitoring and evaluation process.

In JV's strategic plan for 2014-2018 it is noted that the organisational assessment from 2013 found that result oriented PME systems are not developed, reporting from the field is not in line with the indicators, systematic documentation for field interventions need to be strengthened and that follow up on findings and recommendations from evaluations is needed. Now a structural arrangement has been made and a full time personnel is dedicated for the strengthening of PME system. There is, thus, still a need for other staff to undergo training on it for better exercise in the field for data collection and analysis which is in the process.

Score baseline: 2.5

Score endline: 3.0 (slight improvement)

Level of strategic use of M&E

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.

There has been a very slight improvement in this indicator. Since the baseline, a separate PME unit has become operational to streamline the monitoring of the projects. Data collection is said to have improved and the PME unit uses the data for report and proposal writing. They have improved somewhat in their MIS as they now make use of excel to enter collected data and analyse it. An improved MIS system still needs to be established. Lessons from the present M&E results can help in problem analysis and better data collection from the field level. The core team of Jana Vikas continues to meet frequently to review and analyse the data once every two months to take suitable action. In this way monitoring information is used operationally.

However in the strategic plan for 2014 – 2018 among the issues that are highlighted that came out of the organization assessment done by ASK, “to improve the concrete level of planning and follow up on findings and recommendations of evaluations” is mentioned. This is an issue that Jana Vikas is working on and is trying to implement. For example, Jana Vikas indicates that findings and recommendations from Cordaid are shared among the staffs of the concerned project and that they have taken actions based on evaluations.

Score baseline: 1.0

Score endline: 1.25 (very slight improvement)

Level of openness to strategic learning

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.

Jana Vikas continues to have monthly meetings with the programme managers to get an update of the progress of the programmes. While during the baseline there was a communication gap between the field staff and (middle) management, now by shifting its office from Bhubaneswar to the project area, the relationship with the field staff has strengthened and this is important for having critical reflection meetings.

In 2013 the organisation critically reflected on its strategic plan and did a SWOT analysis before formulating its new strategic plan for 2014-2018. In general, in the annual general meetings all staff gather to discuss their programme and review its progress. In the meetings the senior level management is approachable, responsive and supportive which motivated the staff to openly and freely discuss their problems and resolve those issues. Critical questioning across programmes activities is now encouraged and team members can openly discuss their problems and resolve those issues.

With the restructuring of the organisation seven thematic committees were formed. In the committee meetings problematic issues, grievances and needs are discussed and within 21 days efforts are made to address these issues. One of these committees is the staff council. Any staff issues are brought to the knowledge of the staff council. The committees meet at least once in a month but basically as per the need the team sits to handle the issues. These developments were the effect of the baseline evaluation report, feedback from Cordaid and the development and revision of JV's policies. The setting up Jana Vikas as an independent organisation, separate from Catholic Charity has been an outcome of these critical reflections.

Score baseline: 2.5

Score endline: 3.0 (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.

Jana Vikas' organogram has undergone a change. This has impacted the interaction among staff within the organisation. The staff of Jana Vikas expresses their views in their meetings and there is a participatory way of decision making. Staffs are part of issue identification, proposal development, planning, implementation and evaluation. There is a democratic way of expressing one's own idea in the planning and general meetings by staffs. Staff are not only asked to give opinions but are also involved in a participatory way of decision making.

There is no longer a communication gap between management and the field as the interaction between the field staff and the management has improved because the director spends time in the field. This further motivated the field staff to come with ideas in the meetings; their views are incorporated in the strategic planning. While drafting the strategic planning for 2014-18 field staff

shared their ideas on the local context and the views were incorporated. Leadership of organization has established open sharing platforms during meetings. Staff can approach and share their concern with Director at any point of time. While there continues to be some hierarchy in the organisation as per the organogram, there is continuous sharing and feedback giving among staff.

Score baseline: 2.5

Score endline: 3.0 (slight improvement)

Level of context awareness

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

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

Jana Vikas shifted its office to the project area and as a result the staff is better informed about the local context. This led to better communication with the beneficiaries and government line department in the area. Jana Vikas staff regularly visits the concerned government departments at local, district and state level, builds network with the officials and invites them for various activities taken up by the organisation. The organisation also participates in government programmes and in this way gets better informed about the local context and government policies. Jana Vikas became a member of Civil Society Forum on Human Rights which also attributed to their increased knowledge of the issues taken up by them.

Jana Vikas gets information about its operating environment from its partners in the alliance REHNUMA and has started to network with the private sector, which also helps in this. Jana Vikas piloted a program 'Safeguarding program participant policy' where they set up complaint boxes in the villages. This facilitated in getting information on the local context. Through the People Led Development workshop and the Civil Society Empowerment project, Jana Vikas also tracked its environment. All in all, in comparison with the baseline Jana Vikas now has more sources of information, no longer only local organisations, but they also use their networks and government institutions.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

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

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

Jana Vikas is responsive to the opinions of their stakeholders. This manifests itself in different ways:

- The staff of Jana Vikas participated in the Ambedkar samata mancha at block level to get inputs and share their views.
- The project coordinators and the management meet every 1st week of the month and the core team meets once in two months to discuss and make a plan to address the inputs provided by the stakeholders and partners.
- With the support of Trocaire, Jana Vikas has undertaken a pilot study on "safeguarding Programme Participants Policy"(SPPP) to ensure the feedbacks, inputs, and opinions of the stakeholders. Complaint boxes in its operational area to get responses and feedback from the stakeholders are now also used. The information that is collected from the stakeholders, is incorporated in proposal development, planning and other strategic decision making processes.
- REHNUMA project alliance partners meet to share and discuss issues related to peace and justice.

During the baseline it was mentioned that Jana Vikas had to be very cautious as some groups may not respond very well to the organisation. This had much to do with the image of Jana Vikas being a catholic organisation that only represented and defended a particular group in the volatile

environment of Khamandhal. Now they have become a separate entity and are no longer tied to the Catholic Church. This has helped Jana Vikas to increase its involvement with the local community and stakeholders from different religious and caste groups.

Score baseline: 2.5

Score endline: 3.5 (improvement)

Summary of capability to adapt and self-renew

Jana Vikas has improved its M&E application. Their PME unit is now functional and meets quarterly to review the progress and discuss on strategic planning. Some efforts have been made to modify the MIS tool to link it to results based management (RBM) and to collect focused data from stakeholders. Jana Vikas still needs to improve its reports planning capacities in terms of timely submission of monitoring reports to Cordaid. Staff has received training in results based monitoring and skilled M&E staff has been hired. Field staff is trained in developing monitoring tools and documenting case studies. During the organisational assessment in July 2013, ASK noted that Jana Vikas needs a PME policy to help maintain the quality of the M&E process and involvement of community members which was negligible then. A start has been made during a workshop in February 2014, but this PME policy is still in the pipeline. Staff still needs to undergo training on M&E for better exercise in the field for data collection and analysis. Since the baseline, a separate PME unit has become operational to streamline the monitoring of the projects. In this way monitoring information is used operationally by the core team to guide suitable actions. However in the strategic plan for 2014 – 2018 among the issues that are highlighted that came out of the organization assessment done by ASK, “to improve the concrete level of planning and follow up on findings and recommendations of evaluations” is mentioned. This is an issue that Jana Vikas is working on and is trying to implement. While during the baseline there was a communication gap between the field staff and (middle) management, now by shifting its office from Bhubaneshwar to the project area, the relationship with the field staff has strengthened. In 2013 the organisation critically reflected on its strategic plan and did a SWOT analysis before formulating its new strategic plan for 2014-2018. With the restructuring of the organisation seven thematic committees were formed who discuss problematic issues, grievances and needs address them within 21 days. While there continues to be some hierarchy in the organisation as per the organogram, there is continuous sharing and feedback giving among staff. In comparison with the baseline situation Jana Vikas now has more sources of information to track its operating environment. They no longer only get this information through local organisations, but also use their networks and government institutions. Jana Vikas is responsive to the opinions of their stakeholders. This manifests itself in different ways. During the baseline it was mentioned that Jana Vikas had to be very cautious as some groups may not respond very well to the organisation. Now they have become a separate entity and are no longer tied to the Catholic Church, which has made it easier to involve stakeholders from different religious and caste groups.

Score baseline: 2.3

Score endline: 2.9 (slight improvement)

Capability to deliver on development objectives

Extent to which organisation delivers on planned products and services

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.

In Jana Vikas, all the programmes continue to have a detailed implementation plan that is made by the staff at the start of the project. The progress of the project is monitored and reviewed in monthly meetings and core committee meetings. In each review meeting the targets are reviewed and new targets are given in accordance with the annual strategic plan. During the baseline the monitoring of operations was merely based on activities, attempts have now been made to implement results based

monitoring. Each project has its operational plan and budget. Jana Vikas practices total transparency and the approved proposal and budget are given to the staff to make operational plans fully understandable for staff. The CFA, however, finds that planning at Jana Vikas is still weak and the time plans are not always realistic.

Score baseline: 3.0

Score endline: 3.0 (no change)

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

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

While Jana Vikas was already using its resources quite cost-effectively during the baseline, now Jana Vikas has shifted its office to the project area thereby reducing the travel cost from Bhubaneswar to the project area. To save costs staff also multi-task. When there are trainings on similar themes, these are conducted for all the staff together. When going on monitoring visits, staff visit multiple projects in the same area. The organisation also makes conscious use of water and electricity and has recycling processes in practice for certain items.

Score baseline: 3.0

Score endline: 3.5 (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.

At Jana Vikas, the programme staff and the field staff are still motivated to work for the local people of their community in a spirited and a coordinated manner and therefore try to complete the assigned tasks as much as possible. Moving the office to the project area further motivated staff and allowed for more active monitoring of the programme. Given the volatility of the external environment of Jana Vikas many a times, the organisation had to modify its plans in order to carry out relief measures, as a result of which planned outputs had to be surrendered. This also happened in the 2012-2014 period. Apart from its ongoing programme activities, Jana Vikas worked on emergency response issues, relief and rehabilitation as the people in its operational areas faced the Phailin cyclone. Its work during this period has helped JV build good rapport and trust within the operational areas and it allows them to carry forward their initiatives for successful implementation of their ongoing programmes.

Score baseline: 3.0

Score endline: 3.0 (no change)

Extent to which delivered products and services are relevant for target population in terms of the effect they have

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

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

Jana Vikas continues to rely to a great extent on its field staff to provide the organisation with information related to beneficiary needs. Formats and indicators of the MIS has been modified to have better and focused data from the field and to identify whether the services meet beneficiary needs. Also the community leaders began to maintain records of the services they receive and do not receive. The organization still conducts SHG meetings, midterm evaluations and focussed group discussions that are used by field staff to get better feedback.

In the pilot project of "Safeguarding programme participant policy," there is a complaint box set up by the organization in the project areas to receive feedback and grievances from the field and to respond quickly through local staff and management. Participants are asked to put forward their suggestion,

appreciation or grievances application or letter in this box, for people who are illiterate, they can file their complaint over the phone. All the complaints are registered and written in a register and the response is given to each person.

Score baseline: 3.0

Score endline: 3.25 (very slight improvement)

Level of work efficiency

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

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

During the baseline there was no dedicated M&E department, now the PME unit is operational. Staff has been trained in results based monitoring and has started with the performance matrix framework. There is however still no mechanism that links outputs to related inputs to monitor the organisation's efficiency.

Score baseline: 2.0

Score endline: 2.0 (no change)

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

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

During the baseline it was noted that Jana Vikas needed to expand its set of professional staff. Since then, the organisation has recruited two new skilled professional staff to ensure quality results. Furthermore with the support of Cordaid and through the handholding support by ASK, Jana Vikas tried to strengthen the capacity of the staff and management. Jana Vikas continues to have very motivated staff, so that even when working in an adverse situations like when the cyclone Phailin hit, they are committed to the marginalised and vulnerable population in the area and their work is being appreciated and the team is very well known in the community. The implementation of need based programmes has been influencing and motivating stakeholders at all levels. In this way Jana Vikas continues to seek to balance quality with efficiency through collaborating with the community, PRI members, government official and community block officers.

Score baseline: 3.0

Score endline: 3.0 (no change)

Summary of capability to deliver on development objectives

In Jana Vikas, all the programmes continue to have a detailed implementation plan that is made by the staff at the start of the project. Attempts are now made to monitoring the operations not only based on activities but based on results. The CFA finds that planning at Jana Vikas is still weak and the time plans are not always realistic. Jana Vikas has become more cost-effective in its resource use over the last two years because of reduction in travelling costs by moving the office to the project area, combining monitoring visits, giving joint trainings, making conscious use of water and electricity and recycling. Jana Vikas delivers most of its outputs because of its motivated staff, which was facilitated by active monitoring when they moved their office to the project area. Working in a volatile environment, their activities are often interrupted to carry out relief measures as was the case in 2013 with the Phailin cyclone. Jana Vikas continues to rely to a great extent on its field staff to provide the organisation with information related to beneficiary needs. A new initiative to find out whether services meet beneficiary needs is the complaint box in the pilot project on Safeguarding programme participant policy. Participants are asked to put forward their suggestions, appreciation or grievances application or letter in this box, everything is registered and the response is given to each person. There is still no system in place that links outputs to related inputs to monitor the organisation's

efficiency. Jana Vikas continues to seek to balance quality with efficiency through collaboration between its motivated and the community, PRI members, government official and community block officers, even in adverse situations.

Score baseline: 2.8

Score endline: 3.0 (very slight improvement)

Capability to relate

Level of involving external parties in internal policy/strategy development

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.

During the baseline Jana Vikas consulted with its partner organisations like AFFRO, IDE, BASIX Indian-German Service and CRS and was involved in the Civil Society Network. These partnerships still continue. During the baseline it was also noted that JV needed to motivate its stakeholders to become involved in the planning and implementation process and to collaborate more with the government.

Now Jana Vikas takes inputs from its partners, target groups, government organisations at local, district and state level, and its REHNUMA alliance partners, before preparing their new strategic plan (2014-2018). Jana Vikas has improved its collaboration with the government as in the context analysis meeting of 2013 various stakeholders, partner NGOs, government line department, beneficiaries were asked to give their input on the activities of Jana Vikas and analyse the context. Due importance has been given to opinions and feedback of various stakeholders like the Forest department, the Health department, the Agriculture Department, PRI members, CBOs, SHG and Cooperative. Jana Vikas increases its interaction by sharing information through exchange of newsletter, IEC (Information Education and Communication) materials, diaries and annual planners.

Jana Vikas has improved their collaboration with the government over the last two years as during developing strategic plan of JV of 2014 – 2018, the local government officers from different departments: Block Development Officer, Project Administrator, Information Tribal Development Agency, Community Development Project Officer, Integrated Child Development Scheme, Medical Officer, Revenue Administrative Officer, Block Education Officer, District Welfare Officer, district collector, sub-collector, police authorities were asked to share their views, suggestions, statements and inspiring plans and ideas for better implementation of JV's programmes in order to achieve goal, objective, vision and mission of the organisation.

Score baseline: 3.0

Score endline: 4.0 (improvement)

Level of engagement of organisation in networks, alliances and collaborative efforts

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.

Jana Vikas is still a member of the district level Phulbani Action Group (PAG) and the director became the treasurer of PAG. They also continue to collaborate with AFFRO, IDE, BASIX Indian-German Service, CRS, IDEI (International Development Enterprise India), Cordaid and ASK. They also continue to work with the human rights network called Civil Society Network. Its local partners still include as Pollishree, Pahara, Love India and Garden. New networks with NGOs that Jana Vikas has established over the last two years include Gramya Pragati, AJKA and MOOTH, NAWO, IWD, Sakal, Ajka, SFDC and so on. There are frequent meetings with these NGOs on local context and government entitlements. They became a member of a consortium known as DAVI (Dalit, Adivasi Vikas Initiative).

During the baseline the need to more proactively strengthen linkages with the government and work on (advocacy) interventions at the macro-level was flagged. Over the last two years Jana Vikas has worked on improving its network and linkages especially to mobilise resources and for advocacy initiatives. Some of the new partners are – Indo-Global Social Service Society (IGSSS) New Delhi, National Foundation of India New Delhi, YWCA Berhampur, Orissa, and the Civil Society Forum for Human Rights (CSFHR). They have formed linkages for their programmes with all 12 panchayats and 32 village ward members, Sarpanch, block chairman, local leaders, activists, civil society organisations, village level government officials like VLW (Village Level Workers), ASHA, Aganwadi workers (AWW), GRS (Gram Rozgar Sevak Sanghas), Gram Sabha, block level government officials like BDO (Block Development Officer), Tahsildar and other organisations like Antaranga Youth Clubs and with local schools. Along with this Jana Vikas has formed associations with national and state level organisations like the Henry Martyn Institute, Hyderabad, Free Press Media, AKS Vision, Chindu Group, Grassroots Comics, World Comic Arts, and Center for Social Justice, Loyola College Chennai, etc.

Jana Vikas has improved their collaboration with the government over the last two years as during developing strategic plan of JV of 2014 – 2018, the local government officers from different departments of BDO, ITDA, ICDS, Tahasil, Education, Primary Health Centre, DWO, district collector, sub-collector, local police station were asked to share their views, suggestions, statements and inspiring plans and ideas for better implementation of JV's programmes in order to achieve goal, objective, vision and mission of the organisation. In 2014 it became the alliance partner of REHNUMA in a project of the Ministry of Minorities Affairs (MoMA). There are altogether 11 partners in this project, who discuss, share and make strategic plans for capacity building of minorities and peace initiatives. It is supported by National Foundation for India (NFI) in collaboration with the Institute for Development Education and Learning (IDEAL) to pilot this project across MCDs (Minority Concentrated Districts) and blocks in 10 states of India where Entitlement Centres are already set up.

In the last two years, Jana Vikas has also strengthened its relationship with media by inviting them for various celebrations, programmes and events, allowing them to cover all major activities undertaken by them. They provide the media with various issues prevalent in the area, shared a documentary known as 'Barefoot'.

Score baseline: 3.0

Score endline: 4.0 (improvement)

Extent to which organisation is actively engaging with target groups

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.

During the baseline threats by religious extremists, inaccessibility and lack of proper transports hindered the frequent visiting of JV's target groups. Now there are no more religious threats due to involvement of community stakeholders of different religious groups in different platforms working for peace building and the Biju gaon gadi (bus line) was inaugurated by the state government in 2014 to connect inaccessible areas to towns.

The interaction with the target groups has improved as office and management staff moved to the project area. Through the SPPP program (Safeguarding program participant policy) the organization could place complaint boxes in different field areas to get feedback, suggestions, grievances etc. This process also improved the communication with the target group. Other opportunities for staff and the target group to meet were during the Ambedkardkar samata mancha at block level which provided a platform to discuss several issues, during the cultural meet in district level organised to revive traditional culture and peace, a seed mela (festival) where different target groups participated and interacted, peace day celebration and women's day celebration where 200 women participated

In October 2013 Orissa was severely hit by the cyclone Phailin. During the recent humanitarian emergency assistance that Jana Vikas provided after the cyclone their target group was the direct participant in the beneficiary selection and distribution process so that right beneficiaries were

selected and benefitted. Jana Vikas actively worked for the victims irrespective of caste and religion through relief and rehabilitation activities in collaboration with government line departments and other civil society organisations. It caused harmony and integration among different ethnic groups in Kandhamal. This not only enhanced the visibility of the organisation but it helped improve relationship with government line departments. Besides this convergence with the government programme helped the community to access their entitlements. This has created confidence among the existing leaders (traditional leaders) to once again exercise their leadership and regain their self-esteem which they had lost. They have once again taken control over forest and forest products. Still communities' needs to go long way to go to market their produce in remunerative market and earn deserved amount.

Jana Vikas is working towards ensuring handholding support to communities working towards accessing these facilities by creating awareness among them. It was their work of efforts to re-establish and revive the SHGs that led to increasing confidence among the staff members. Women have actively participated for the first time in panchayat and Gram Sabha the lowest decision making body of the government for village development.

Score baseline: 3.0

Score endline: 4.0 (improvement)

Level of effective relationships within the organisation

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?

Over the last two years there has been an organisational restructuring. Jana Vikas' management has consciously formed different committees (the Core committee, Grievance committee, Gender and sexual harassment committee, Staff council and Resource mobilization committee, Procurement committee) to oversee the administrative processes and implementation of policies of the organisation. These committees take decisions on important issues. Grievances of the staffs can be easily brought to the notice and addressed within 21 days. Monthly review and planning meetings, quarterly meetings, core committee meetings and once in every two months facilitated the staff and the leader to interact frequently and freely. Shifting of the staff and the office to the project area enhanced the interaction among the field staff and management. As the director spends time in the field and in the office the interaction between the staff and the director has also improved.

While during the baseline there was a definite hierarchy amongst the staff which had the result that some staff did not feel free to speak out in front of higher level staff, now JV has created space and scope for all level of staff to interact without experiencing hierarchy, except for the hierarchy laid down in the organogram. A friendly working culture has been developed in the organisation as well as in at the community level working fields where all staff are equally respected. With the better available facilities of internet and mobile communication the interaction between the staff became more frequent and this built their relationships.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

Summary of capability to relate

Jana Vikas now takes inputs from its partners, target groups, government organisations at local, district and state level, before preparing their new strategic plan (2014-2018) and has improved its collaboration with the government. They improved their proactive collaboration with the government through asking the input of local government officers for the strategic plan and by becoming involved in the REHNUMA project of Ministry of Minorities Affairs (MoMA). Jana Vikas has strengthened and expanded its network with many local level organisations but has also to partner up with national level organisation for advocacy initiatives. In the last two years, Jana Vikas has also strengthened its

relationship with media by inviting them for various events, allowing them to cover all major activities undertaken by them. It is easier for JV to visit their target groups as there are no more religious threats due to involvement of community stakeholders of different religious groups in different platforms working for peace building and a bus line was inaugurated by the state government in 2014 to connect the inaccessible areas to town. The interaction with the target group also improved because JV's office moved to the project area and Jana Vikas worked together with their target group to provide humanitarian emergency assistance after the cyclone Phailin. Over the last two years there has been an organisational restructuring and Jana Vikas' management has consciously formed different committees to oversee the administrative processes and implementation of policies of the organisation. While during the baseline there was a definite hierarchy amongst the staff, now JV has created space and scope for all levels of staff to interact without experiencing hierarchy, except for the hierarchy laid down in the organogram. With the better available facilities of internet and mobile communication the interaction between the staff became more frequent and this built their relationships.

Score baseline: 3.0

Score endline: 3.9 (improvement)

Capability to achieve coherence

Existence of mechanisms for 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.

Jana Vikas visualises a holistic, sustainable and developed society where people live united in diversity based on social and human values of justice and equity. The mission of Jana Vikas is to sensitize, organize, enable, empower and develop the poor and the marginalized. This has not changed since the baseline. During the baseline future plans were not discussed with (field) staff and discussions on vision, mission and strategies were not conducted on a regular basis. Now new staff are given orientation on the organisational vision, mission and strategy through an induction process using the local language and revisiting the organizational vision, mission is done annually and its strategy is revisited half yearly. A new strategic plan has been developed for 2014-2018 in alignment with its vision and mission. For this Jana Vikas asked the Association for Stimulating Know How (ASK) to conduct a situational analysis and context analysis to understand the progress and change in the environment in 2013. All in all, Jana Vikas has always tried to be relevant and effective in its work and working style. As a result Jana Vikas continuously reflects, analyses, decides and acts upon its decisions to become a strong organisation. In line with this, a Strategic Planning process was carried out in August 2013 in which all staff was involved. In this strategic plan it is laid out that Jana Vikas will continue with its role in direct implementation of projects and programmes, but also work towards strengthening its role as a capacity building organisation and becoming a resource organisation. The focus of Resource organisation would be to enhance NGO partnership implementation, cultural emancipation and preservation of indigenous practices.

Score baseline: 2.5

Score endline: 3.5 (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.

During the baseline policies on HR, gender, admin, technical and finance these policies were not approved by the Governing Board and were not implemented. Now JV has a revisited policy on HR, Finance, Gender and has made new policies like Sexual harassment policy at workplace, Child protection policy, PME policy, Disability safeguarding policy, Environment protection policy. There has

been a workshop on Policy Development which was organised at K. Nuagaon, facilitated by ASK India, New Delhi in 21-26 February, 2014. The external resource person trained the staff to review and revise the policies on Human Resource, Gender, Finance and HIV/AIDS. The staff was capacitated to develop new policies such as, Child Protection Policy, Disability Policy and Environment Policy. New Committees were also setup for better and faster implementation of the projects. The PME policy has been developed but it needs to be further refined as per the current contextual needs and emerging issues. Informally the approvals for these new and revisited policies have been obtained but the formal approval is still in process. The HR, grievance and finance policies have been in track of effective implementation. Some of the senior staff and experienced professionals have managed to exercise the policies along with their individual project programs. All policies will be published in Oriya and English and it is mandatory for all the staff to go through these policies and to exercise them where needed. Jana Vikas has also looked into the social security of the staffs by implementing Employment Provident Fund and Life Insurance.

Score baseline: 3.0

Score endline: 3.5 (slight improvement)

Level of coherence of various efforts of organisation

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

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

Jana Vikas' strategies and project activities are still in line with the organisation's vision and mission. The locally recruited staff at the field level are very experienced, focussed and motivated in their work to improve the lives of the people in their communities.

Score baseline: 4.0

Score endline: 4.0 (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.

Jana Vikas' projects continue to be complementary: efforts in one project support those in another project. For example the project "Socio-economic development through civil society empowerment" has helped the organization to understand the in-depth function of the governance systems at the grassroots and the reasons for lack of access to government provisions and programs for the communities. This has helped the staff to understand the contextual issues better and incorporate it in the new strategic planning for 2014-18. Good practices in one programme are replicated in other programmes. The staff learns about the best practices and the failures of the programs during the general body meetings and carries forward the good ones. Establishment of SPPP (Safeguarding program participant policy) project helped learn the method of setting up complaint boxes among the target population so to collect proper feedback and report from the beneficiaries. This can be used in the strategic planning for other programmes. Jana Vikas' main approach is empowerment work but during emergencies (natural or manmade calamities) immediate support is required. Only in such cases, Jana Vikas will get involved in welfare or relief activities.

Score baseline: 4.0

Score endline: 4.0 (no change)

Summary of capability to achieve coherence

Jana Vikas now gives new staff orientation on the organisational vision, mission and strategy through an induction process using the local language. Revisiting the organizational vision and mission is done annually and its strategy is revisited half yearly. A new strategic plan has been developed for 2014-

18 in alignment with its vision and mission. In the strategic planning process which was carried out in August 2013, all staff was involved. Jana Vikas has had a workshop on policy development. In this process they revisited the HR, gender, finance and HIV/AIDS policy and created new policies on child protection, disability, environment and PME. All these policies are approved informally but the formal approval is still in process. Jana Vikas has improved upon the social security of its staff. Jana Vikas' strategies and project activities are still in line with the organisation's vision and mission. Jana Vikas' projects continue to be complementary: efforts in one project support those in another project. Jana Vikas' main approach is empowerment work but during emergencies (natural or manmade calamities) immediate support is required. Only in such cases, Jana Vikas will get involved in welfare or relief activities.

Score baseline: 3.4

Score endline: 3.8 (slight improvement)

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

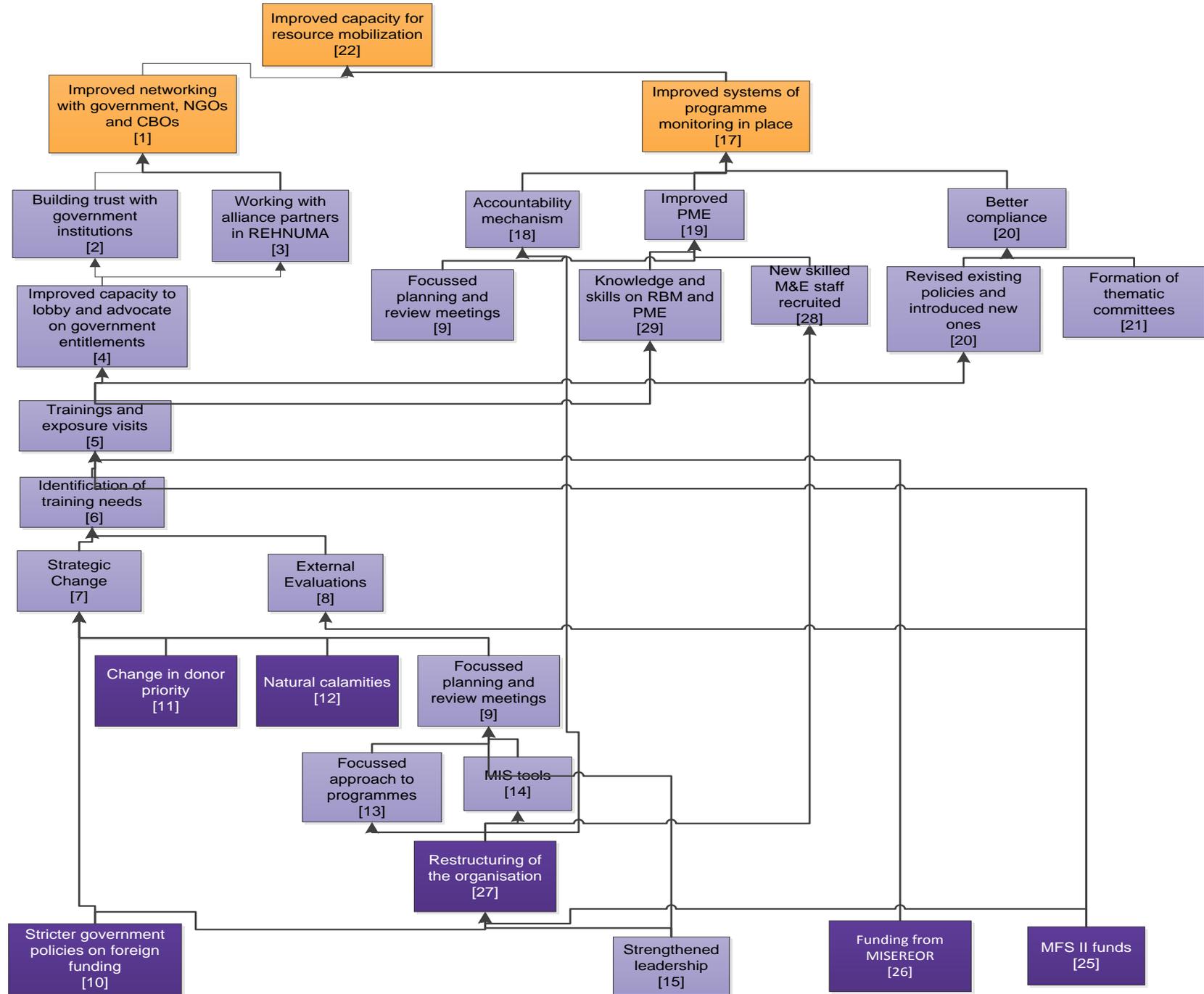
Below you will find a description of the general causal map that has been developed for the SPO during the endline workshop. Key changes in organisational capacity since the baseline as identified by the SPO during this endline workshop are described as well as the expected effects and underlying causal factors, actors and events. This is described in both a visual as well as a narrative.

The evaluation team carried out an endline assessment at Jana Vikas (JV) from 21 to 22 August 2014. During this workshop, the team made a recap of key features of the organisation in the baseline in 2012 (such as vision, mission, strategies, clients, partnerships). This was the basis for discussing changes that had happened to the organisation since the baseline. According to staff present at the endline workshop Jana Vikas has improved its capacity to mobilize resources [22] in the last two years since the baseline. This was primarily due to the following key changes:

1. Improved networking with government, NGOs and CBOs [1]
2. Improved systems of programme monitoring in place [17].

During the endline workshop it was discussed what the reasons were for each of these organisational capacity changes. The two main organisational capacity changes are described in the light orange boxes. Light purple boxes represent factors and aspects that influence the key organisational capacity changes (in light orange). Key underlying factors that have impacted the organisation are listed at the bottom in dark purple. The narrative describes per organisational capacity change, the contributing factors as described from the top down. The numbers in the visual correspond with the numbers in the narrative.

Since its inception, Jana Vikas has been committed to its mission to inform, organise, enable, empower and develop the poor and the marginalized, especially the Adivasi, Dalit and OBCs, to strengthen their livelihood. During the 2008 Kandhamal communal riot and post-riot period Jana Vikas has undergone severe challenges. The crucial aspect of this communal riot was that Jana Vikas was perceived as a religious organisation, working for the benefit of a particular community. It took several years after the riots to regain the trust of the community and embark on strengthening the organisation. Over the last two years it has been actively working on different aspects to bridge the trust gap through peace building activities, livelihood promotion and improved capacity to mobilize resources [22]. This is substantiated by the project completion report 2010-2013 submitted to Cordaid and its strategic plan for 2014-18 [Source: CORDAID COMPLETION REPORT-2010-2013, strategic plan_Edited Version].



Jana Vikas' improved capacity for resource mobilisation [22] is evident from the fact that within last two years they managed to get new funders such as the National Foundation of India, Young Women Christian Association, and Indo-Global Social Service Society (IGSSS). There are some more funders that have been approached and for which proposals are in the pipe line: NABARD, KNH Germany, Restless International and the Ministry of Minority affairs on Projects on minorities. The following projects of Jana Vikas are funded by the following new funders:

- National Foundation of India (NFI): Since 2014 the National Foundation of India is funding Jana Vikas to implement the pilot project called REHNUMA. The objective of this project is to create entitlement centres to provide the minority communities with information and guidance on government entitlements and schemes of the government and give them handholding support to access these benefits [Source: 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, REHNUMA CENTRE]. This project was acquired through Jana Vikas' networking with the Ministry of Minority Affairs [2].
- Indo-Global Social Service Society (IGSSS): Jana Vikas undertook successful relief measures in the Phailin cyclone affected areas. It provided a clear picture of the contextual issues and enabled the staff to develop proposals for funds for the rehabilitation of the victims and their sustainable livelihood aspects. IGSSS was one of the few funders who responded to the proposal. Its vision is to build resilient and empowered communities in the most vulnerable regions, accessing services and entitlements, ensuring dignity and protecting lives, livelihoods and assets in assets in natural disaster and conflict situations. Since 2014 Jana Vikas is funded by IGSSS for the Disaster management and risk reduction project [Source: Annual-Report- 2013-14 IGSSS].
- Young Women Christian Association: YWCA of Berhampur is working on Sexual and Reproductive Health Rights (SRHR) at Kandhamal in collaboration with Jana Vikas since January 2014. The vision and objective are to establish peace and communal harmony amidst the varied communities. The project addresses the issues of Reproductive Health Care and Rights, Adolescent Health, dealing with cross cutting issues, especially on women trafficking, programmes on self-determination, economic and socio-cultural empowerment [Source: YWCA PROJECTS].

Jana Vikas' improved capacity for resource mobilisation is primarily because of its improved networking with government, NGOs and CBOs [1] and improved systems of programme monitoring in place [17] [Source: Endline Evaluation Workshop 2014, Six Month Reports – 2014, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity – admin HRM staff_India_JanaVikas]. Jana Vikas was able to get these projects funded by new donors because on the one hand their improved networking [1] which brought them in contact with different government institutions, NGOs and CBOs to work with, and on the other hand by improved programme monitoring systems in place [17]. The training on PME [5] specifically addressed this issue specifically as it helped staff to develop results based and systematic project proposals to approach new donors. These changes are further explained below.

1. Improved networking with government, NGOs and CBOs [1]

It is evident from the mid-term review report of the Community Managed Disaster Risk Reduction project, that Jana Vikas has strengthened its network/linkages with government institutions at local, state and national level and also with other likeminded NGOs like PAG (Phulbani Action Group), DAVI (Dalit, Adivasi Vikas Initiative) and the alliance partner of REHNUMA⁸ [Source: Cordaid completion report 2010-2013 and self-assessment sheet programme staff perspective, CORDAID COMPLETION REPORT-2010-2013, REHNUMA CENTRE, 5c endline self-assessment of the SPO on organisational capacity -programme staff_India_JanaVikas]. Networking with government, NGOs and CBOs [1] improved because of building trust with government institutions [2] and working together with alliance partners of REHNUMA [3]. These are further described below.

- **Building trust with government institutions [2]:** In the post-riot period the trust relationship between Jana Vikas and the government institutions had been greatly affected in an adverse way

⁸ The Ministry of Minorities Affairs (MoMA) started a multi-sectorial development programme (MSDP) in 2014 called REHNUMA (a Minority Concentrated Districts (MCDs) project).

[Source: 5C_baseline_report_India_JanaVikas_12122012]. Over the period JV continuously made efforts to restore trust relationship with government institutions at local, state and national level. In 2013 it developed a specific strategy based on the results of the context analysis done by ASK in July 2013 and NWO/Wotro MFS II 5C baseline report comments to strengthen relationship with government institutions. The strategies are to pay regular visits to the concerned government departments and build relationships with the officials, invite them for various activities taken up by the organisation, to be part of different government department committees, take up small or big government projects, participate in government programmes, etc. [Source: Report on Organizational Assessment and Context Analysis Jan Vikas 08.07.2013]. In October 2013 Orissa was severely hit by the Phailin cyclone and this disrupted both human life and property. Jana Vikas actively worked for the victims irrespective of caste and religion through relief and rehabilitation activities in collaboration with government line departments and other civil society organisations. It caused harmony and integration among different ethnic groups in Kandhamal. This not only enhanced the visibility of the organisation but it helped to improve the relationship with government line departments. Most important in this was the existing perception that JV worked for one particular community alone. Sometimes relief works done by Jana Vikas in post natural disaster periods improve the popular perception and the government's perception of Jana Vikas. Along with civil society organisations Jana Vikas initiated in forming Ambedkar Samata Mancho at block levels to address the issues and needs of various communities for peace building. This further enhanced the trust of the government at local, district and state levels. The improved relationship is evident from the fact that Jana Vikas sought inputs from the local government line departments and incorporated their views while preparing the strategic plan for 2014-18 [Source: 5c endline self-assessment of the SPO on organisational capacity - programme staff 2_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, Jana Vikas Project_Proposal-2013-2016 (1)]. In June, 2013, the state government had promulgated the Odisha Self-Help Co-operatives Ordinance 2013 by repealing Odisha Self-Help Cooperatives Act, 2001, and bringing all cooperative societies under Orissa Co-operative Act, 1962. This was done in order to regulate all non-banking financial companies, including the co-operative credit societies operating under the Orissa Self-Help Co-operative Act, 2001. Several non-banking financial companies, including co-operative credit societies operating under the 2001 Act had been found to be misappropriating/cheating depositors' money. There was public outcry due to these fraud. Therefore government decided to repeal the act. With the repeal of the 2001 Act, the government was trying to increase its control over these co-operative credit societies and curb their independent functioning. With the repeal of the 2001 Act, the government increased its control over these co-operative credit societies and curbed their independent functioning. For example, the business transactions of these societies would be regularly audited either by a panel of independent auditors or by government auditors on a regular basis, amend their laws and report to the Registrar of Co-operative Society within three months, election of its board members in every five years failing which the Board of Directors of such Co-operatives shall stand dissolved and the management of the Co-operatives shall vest in the Registrar of Co-operative Societies to amend such changes in the organisations as per the provisions of the Odisha Cooperative Societies Act, 1962. This Act was challenged in the high court of Odisha and the court put a stay on it. However, on 12th September 2013 it vacated the stay making the Act functional. Following this Act Jana Vikas re-registered its cooperatives, conducted regular audit of business transactions of the cooperatives by government authorities or by a panel of independent auditors and submitted the progress reports to the government on a regular basis which facilitated the organisation to have transparent management systems in place, regular financial auditing and monitoring and participation of members in decision making process. Such steps increased Jana Vikas' visibility as a transparent and efficient organization and interaction with local and state level government officials increased manifolds [Source: EDITED CORDAID REPORT to be sent].

- **Working together with alliance partners of REHNUMA [3]:** The Ministry of Minorities Affairs (MoMA) started a multi-sectorial development programme (MSDP) in 2014 called REHNUMA, a Minority Concentrated Districts (MCDs) project. The National Foundation for India (NFI) in collaboration with the Institute for Development Education and Learning (IDEAL) as technical partners envisaged to pilot this project across MCDs and blocks in 10 states of India where Entitlement Centres are being set up. There are 13 partners across the country, who have come together to create awareness among the minorities and provide information about government

schemes and entitlements for minorities. Under this umbrella the objective is to do research, map and list minorities, litigation and grievance redressal services, capacity building of minorities, monitoring, documentation and recommendations, so that social justice is delivered to the minorities. [Source: REHNUMA CENTRE, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas].

Building trust with government institutions [2] and working together with alliance partners of REHNUMA [3] were both due to Jana Vikas' improved capacity to lobby and advocate on government entitlements [4].

- **Improved capacity for lobby and advocate on government entitlements [4].** Jana Vikas has worked and strengthened its advocacy and lobby capacity from micro to macro level in the last two years. While implementing the Civil Society Empowerment project, the staff could get better knowledge and understanding on government policies and programs. This also informed them about the bottlenecks of the system. As a result it encouraged them to make strategic plans to create awareness among the communities and facilitate them to avail the provisions. There is frequent interaction among the staff of Jana Vikas, government line departments and other civil society organisations [Source: 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, CORDAID COMPLETION REPORT-2010-2013]. Following are some of the lobby and advocacy activities carried out by Jana Vikas:

- The Government of India enacted the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Forest Rights Act (FRA) for the poor, which guaranteed 100 days of wage labour and rights and entitlement of livelihood to people residing in or dependent upon forests, respectively. People from the community are unable to access the schemes under these Acts either due to ignorance or gaps in the governance process. These gaps include an inappropriate system to monitor whether the schemes are reaching the target groups. Moreover, mismanagement in the government institutions at the grassroots level due to corruption affects the delivery of the schemes. Finally there is a lack of initiative by the government institutions at the grassroots level to create awareness among the people regarding various government schemes. Jana Vikas staff has created awareness through workshops and provided handholding support to the communities in accessing facilities under these Acts. Also with the active involvement of Jana Vikas staff government officials ensured their duty and responsibility in providing justice to the people. For instance, people could access jobs for 100 days under this program [Source: CORDAID COMPLETION REPORT-2010-2013, Six Month Reports – 2014, MGNREGA-COMPENSATION, MGNREGA-DUE PAYMENT, People work under MGNREGA Scheme, Case study].
- Under the Forest Rights Act (FRA) the tribal people can get patta (legal land title) to cultivate and construct houses in the forest land. The government also assists financially to construct houses. Jana Vikas staff with the help of village development committees (VDC) has created awareness and provided handholding in filing application, filing Right to Information (RTI), that is submitting an application in the government institutions to access information, and getting the money sanctioned.⁹ RTI is an act of the parliament of India under which the citizens of the country can have access to information from the institutions under the control of public authorities. This is in order to provide transparency and accountability in the working of the government institutions [Source: CORDAID COMPLETION REPORT-2010-2013, Six Month Reports – 2014, RTI- Response, RTI-1.a, RTI-1.c].

Improved capacity for lobby and advocacy on government entitlements [4] are due to training and exposure visits [5] [Source: 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas].

In the last two years the staff has undertaken different capacity building trainings [5] supported by Cordaid under MFS II [25] and by MISEREOR [26]. The following are some of the trainings that led to JV's improved capacity for lobby and advocacy on government entitlements [4]:

⁹ This is evident from the RTI filled, and Baleswar Kanhar from village Ladumaska, Nuapadar got benefit under this act.

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- Training on Lobby Right to Information Act:** In 2012 a training on Lobby Right to Information (RTI) Act was organised by Jana Vikas with the help of an external resource person from ASK India and funded by MFS II, Cordaid [25]. As a result of this training staff emerged as RTI activists who regularly apply for information at government offices for making the services transparent and accountable to the people. The village development committee could ask the copies of Gram Sabha and Polli Sabha (local government administrative bodies). In this way these local government administrative bodies reach out to the grassroots level for decisions on village development with consensus from their communities. The training imparted knowledge to staff and improved their confidence to lobby and advocate. Five information centres at 5 Gram Panchayats have been setup to facilitate the communities to access different news, forms, current affairs and information on schemes [Source: CORDAID COMPLETION REPORT-2010-2013].
 - Training in Government Entitlements:** On 22nd November 2013 Jana Vikas organised one day training programme in Government Entitlements for the staff which was facilitated by an external resource person. This training was funded by MFS II, Cordaid [25]. The objective of the workshop was to train the staff on how to make people aware of government schemes, benefits of the schemes, how to apply the schemes etc. This resulted in the staff having an improved understanding of various government entitlements and their benefits for the people. This further aided JV's staff to develop a clear strategy for lobby and advocacy on government entitlements [Source: 5c endline self-assessment of the SPO on organisational capacity - field staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - admin HRM staff_India_JanaVikas, discussed during endline evaluation 2014].
 - Internal exposure on People Led Development (PLD):** PLD is a process where the marginalized communities are strengthened to be the stewards of their own developments. In this process Jana Vikas is working to stimulate the communities, motivate, mobilize, organize, and capacitate to empower them. Theatre promotion is one of the medium through which they mobilize, motivate and create awareness among people on PLD. The success of this program brought other dioceses of India to learn from Jana Vikas. It has developed a module to help others learn the model. In one of the meeting of the dioceses the director of Jana Vikas facilitated all the participants on PLD. This resulted in the visibility and internal exposure of Jana Vikas and contributed to JV's improved capacity for lobby and advocacy on government entitlements. This exposure was funded by MISEREOR [Source: strategic plan_Edited Version, Progress report may - oct 2013, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas].

Jana Vikas' staff attended these trainings after the identification of training needs [6]. Jana Vikas undertook a need assessment of the staff on the basis of the context analysis that ASK did for JV on July 2013. During the organizational assessment and context analysis prior to the drafting of the new strategic plan for 2014-18 the organisation identified gaps and the need of training for its staff [Source: strategic plan_Edited Version, 5c endline self-assessment of the SPO on organisational capacity - program staff_India_JanaVikas].

These trainings needs assessment [6] was done in light of the strategic changes [7] the organisation made in 2013 and the feedback they received from donors and external evaluators [8]. These are further discussed below.

- Strategic change [7]:** Jana Vikas in its strategic plan for 2007-2012 had planned to be an implementing organization (which refers to implementation of various projects and programs for the development of Kandhamal people) and as a resource centre to provide capacity building support to other grassroots organizations such as CBOs and NGOs. Due to the 2008 Kandhamal riot the organisation could not achieve its strategic plan. Since the baseline on August 2012, Jana Vikas has been working to revive and reorganize its work to implement its programs successfully. During the last two years Jana Vikas successfully implemented its programmes which rejuvenated the staff. After its success as an implementing organisation it made a strategic change in 2014 to focus in strengthening the organisation to be a resource centre. By being a resource centre it wants to provide capacity building support to partner organisations such as CBOs and NGOs in the grassroots level, doing research on various issues to better identify and address the problems, creating funding

opportunities or channelling funds for CBOs and NGOs through networks, etc. While assessing the context and drafting the strategic plan it identified the requirements of the staff in terms of capacity to achieve these objectives. Therefore, on August 2013 Jana Vikas started the process of drafting a new strategic plan for 2014-2018. In this strategic plan they clearly planned the capacity building of the staff to strengthen the organisation as a better implementing organisation along with a resource centre [Source: strategic plan_Edited Version, 5c endline self-assessment of the SPO on organisational capacity - program staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, 2014-03-26 5c endline_assessment sheet_Dutch co-financing organisations_India_JanaVikas_Cordaid_NB]. The strategic change [7] for Jana Vikas was due to stricter government policy on foreign funding [10], a change in donor priority [11], natural calamities [12] and focussed planning and review meetings [9]:

- *Stricter government policy on foreign funding [10]*: the government of India in general admits that NGOs are essential for the extended work of the government to provide feedback and to serve as harbingers of change which are vital for economy. However, the government perceives that some NGOs are engaged in stalling development activities in the country which negatively affects the GDP growth of the country. Therefore, stricter policies have been brought by successive governments to restrict foreign funding to the NGOs in India. This led Jana Vikas to make strategic changes [7] so that it could profile itself as a secular organisation and to leverage more funds to be self-sustained.
 - *Change in donor priority [11]*: Internationally donors are revising their funding policies and shifting their priorities. Most of the donors have changed their priority and are now funding agriculture based programs. In the light of the changing donor priority and other contextual issues Jana Vikas has changed its strategic plan. In the strategic plan for 2014-2018 it has emphasised the livelihood programme which includes agriculture and other. It has planned to strengthen optimal utilisation of the natural resources/forest products for sustainable livelihood, enhance productivity of agriculture and other allied agriculture such as guttery, fishery, poultry, piggery; revival of traditional agricultural system, sustainable use of organic farming practices, marketing linkages of organic product, promotion of grain bank, seed bank, encourage the farmers for herbal garden and linkage in the market and other business groups etc.
 - *Natural calamities [12]*: Since 2011 Orissa was shattered down twice with severe floods and once with the cyclone Phailin. This caused massive loss of property and human lives. The Kandhamal district is situated 3000 feet above the sea level, however due to heavy rain and wind (at a speed of around 200 kmph) caused huge destruction in this district both in terms of property and human lives. In the post Phailin period Jana Vikas actively participated in the relief and rehabilitation works. This resulted in improved trust relationships with government and also helped Jana Vikas to profile itself as a secular organisation. This also caused Jana Vikas to make a strategic change to focus on the livelihoods of the affected people. New funders could be approached for the relief and rehabilitation work [Source: Progress report may - oct 2013, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, Phailin Achievement Meet Report].
 - *Focused planning and review meetings [9]*: In the Annual General meetings all the staff of Jana Vikas gather to share their achievements, review the progress and discuss the strategic plan in alignment with the mission and vision. This focused planning, review and monitoring of the programs strengthened organisational capacity and presented a better picture of the local contextual issues which further helped in strategic planning for better deliver the objectives. It was during these meetings that Jana Vikas was able to work on its new strategic plan for 2014-2018 [Source: 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - Program staff_India_JanaVikas, Endline evaluation Workshop 2014]. Planning and review meetings became more focussed [9] due to a focussed approach towards programmes [13], MIS tools [14] and strengthened leadership [15].
- **Focused approach toward programs [13]**: Since the baseline the approach towards implementing the programmes became more focussed. This was because of the restructuring of the organisation [27]. The decision of the leader to shift the office and the core staff to the project area not only motivated the field staff but also strengthened the implementation process. With the restructuring of the organogram and setting up of new departments there is clarity of roles and

responsibilities of the staff to carry out the program. The monitoring and reporting structure has been streamlined which further improved the accountability. Though hierarchy still continues, the approachability of the staff with the senior management has increased. With the establishment of a core team of staff from different departments, sharing and learning from each other and also decision making processes became easier and faster. This is evident from the fact that the staff has better relationships with the government line departments. Earlier communities couldn't access government schemes either due to ignorance and corruption but now they could access it and women have actively participated for the first time in panchayat and Gram Sabha because of Jana Vikas' intervention. Also in another instance it was difficult to stage any public program at phiringia head quarter as there were challenges in holding any program but with the intervention of Ambedkar Samata Mancha it has come down to the level of understanding. This resulted in free mobility of the staffs to carry out the programs [Source: CORDAID COMPLETION REPORT-2010-2013, Progress report may - oct 2013, Endline Evaluation Workshop 2014, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas].

- **MIS tools [14]:** The MIS has been strengthened by the restructuring of the organisation [27]. In the restructuring process a separate PME unit, HR unit, Finance unit and Service unit were created which were all under one PME unit during the baseline (August 2012). Also new skilled staff were hired for the PME unit [Source: 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, JV-ORGANOGRAM-FINAL, discussion during endline evaluation workshop 2014]. Cordaid provided funding to establish separate units under MFS II [25]. Through capacity building training on PME, the staff were further capacitated to fine-tune the MIS formats and indicators to collect focused data from the field. Due to better data collection and analysis of the data the monthly, quarterly and annual review and planning meetings improved [9] [Source: 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, Report on PME].
- **Strengthened leadership [15]:** In 2013 Jana Vikas got separated from the Catholic charity and became a separate entity. This was primarily done to profile Jana Vikas as a secular organisation in relation to the riot prone area and following the government's stricter policies towards NGOs [10] which affected restructuring of the organisation [27]. There has been a reshuffle in the board members and the organisation got restructured [27]. The director took initiative [15] in decentralizing the organisational structure by establishing separate departments and putting each department under a program manager [27]. The finance and HR departments are under the assistant director who reports directly to the director. This resulted in a clear division of responsibility and accountability. The core team was established with six members including the director. This showed the strengthened leadership which resulted in faster decision making and more focussed planning and review meetings [Source: compare between present and previous organogram, JANA VIKAS PROJECT_PROPOSAL-2013-2016 (1), 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas].
- **External evaluations [8]:** an external evaluation was conducted at mid-term to evaluate the progress of Jana Vikas in the Cordaid funded project in agreement with Cordaid. In its review report both strengths and areas of concern for the organisation which still needed to be improved are reported. Also the NWO/Wotro MFS II baseline report has helped the organisation in identifying training needs for its staff. Both these evaluations were funded by MFS II [25]. All this feedback helped the organisation to identify the gaps and train the staff for further improvement of their competences [Source: 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas, 2014-03-26].

2. Improved systems of programme monitoring in place [17]

Over the last two years, Jana Vikas improved its systems of programme monitoring [17] due to an accountability mechanism that is now in place [18], improved PME [19] and better compliance [20].

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- **Accountability mechanism [18]:** the restructuring of the organogram [27] resulted in clarity of roles and responsibility of the staff which further streamlined the accountability mechanism. Since last year quarterly meetings are organised where all the program managers, coordinators, assistant director and director participate. The program managers of each project present the progress report of the project. After each presentation the staff engages in a debate on successes, failures, challenges and different issues of the project. In this process they cross examine each other in regard to project implementation and achievement. As a result it created a mechanism to cross check responsibility and accountability [Source: 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, Endline Evaluation Workshop 2014].

 - **Improved PME [19]:** MIS formats and indicators are fine-tuned to have better data from the field. The data are then analysed by the PME team to further use it for program development, report and proposal writing. Each project monitors and evaluates its program independently and submits the report to the coordinators. Then the report is reviewed in the monthly meetings by program managers and coordinators and finally it is reviewed and discussed by the core team in every quarterly meeting. When gaps are identified the core team further develops plans to address it. Jana Vikas also improved from activity based monitoring to results based management (RBM) and proper documentation of the data. The organisation also is looking forward to develop software to maintain MIS to generate information. The organisational assessment by ASK India in July 2013 helped Jana Vikas to identify the gaps in the PME system. Based on this finding a strategic plan for 2014-18 was formulated which further strengthened the PME system. In the light of this strategic plan a full time personnel is appointed to work for a separate PME unit being established with the support from Cordaid. Jana Vikas also shifted its monitoring process from activity based monitoring to results based management (RBM). It is also looking forward to develop software to maintain MIS to generate information. The PME policy has been revised and is awaiting governing board's approval [Source: CORDAID COMPLETION REPORT-2010-2013, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - Program staff 2 _India_JanaVikas, PME Indicator, Report on PME]. Jana Vikas improved in its planning monitoring and evaluation because of:
 - *Focussed planning and review meetings [9]:* Annual, quarterly, monthly meetings are further strengthened due to better monitoring and data analysis. In the Annual General meeting projects are reviewed and strategic plans are developed. Every first week of the month program managers and coordinators meet to review the plans and progress. The core committees meeting is held once in three months. The core committee members along with director and assistant director participate and discuss on the progress of the programs, address the grievances, make strategic plan on the progress report of the monthly meetings in alignment with the annual strategic plan. Also with the formation of a separate PME unit this further strengthened the planning and review meetings. It plays an active role in analysing the data and documentation to facilitate it for better strategic planning and proposal writing [Source: Endline Evaluation Workshop 2014, Six Month Reports – 2014, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - management_India_JanaVikas].
 - *Knowledge and skills on RBM and PME [29] because of:*
 - **Trainings [5]:**
 - Training on RBM: Training on RBM (Result Based Management) was organized at Baleshwar in 2013 by Odisha Regional Organisation for Social Action (OROSA). The documentation officer from the Cordaid project attended the training. This strengthened the staff to carry out the operational plan on results based monitoring system. This training was funded by MFS II [25][Source: Six Month Reports – 2014, Endline Evaluation Workshop 2014, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas, 5c endline self-assessment of the SPO on organisational capacity - Program staff 2 _India_JanaVikas].
 - Training on PME: Four days training program was organised at N. Nuagoan from 13 to 16 April 2013 facilitated by ASK India, New Delhi. The objective was to train the staff on context analysis, problem tree analysis, monitoring and evaluation, project proposal development, report writing and documentation. The training also helped staff to develop results based project proposals. This resulted in the staff strengthening the PME unit in designing a better results

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- based program, developing systematic project proposals, fine-tuning of the MIS formats, developing proper PME guidelines and policy. This training was funded by MFS II [25][Source: Report on PME, Six Month Reports – 2014, Endline Evaluation Workshop 2014, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas].
- Training on Strategic planning: on 15-21 August 2013 a training on strategic planning was organised in two phases at K. Nuagaon which was facilitated by Mr. Saiju Chako of ASK India, New Delhi. The objective of the training was to discuss on different contextual issues and train the staff to find the gaps and make strategic planning to address the issues. This training was funded by MFS II, Cordaid [Source: Progress report may - oct 2013, Six Month Reports – 2014].
 - Training on SHG Management: on 30th April 2013 capacity building training was organised on SHG management facilitated by ASK India, New Delhi. The objective the training was to train the staff on gradation of the SHGs, record keeping, format development for MIS etc. This training was funded by MFS II, Cordaid [Source: Progress report may - oct 2013, Six Month Reports – 2014].
 - Recruitment of new skilled M&E staff [28]: Jana Vikas established a separate PME department when restructuring the organisation [27] to have a comprehensive PME system in place. As a need for skilled M&E staff was identified new M&E staff was recruited [28] from within the community in Kandhamal where Jana Viaks works. With the appointment of skilled staff and capacity building training [5] provided by Cordaid, the PME unit was further strengthened.
- **Better compliance [20]:** Jana Vikas improved its compliance to its operational guidelines because of the revision of its operational policies [30] and the formation of thematic committees [21].
 - To further strengthen and profile the organisation it revised the existing policies [30] and introduced certain new policies. This was due to a training [5] from 21 to 26 February 2014 was conducted on Policy Development at K. Nuagoan. Sixteen senior staff and four Board members of the organization participated in the workshop. Mr. Manos Bhattacharya from ASK, New Delhi facilitated the workshop. It resulted in revising existing policies like the Human Resource policy, Finance Management policy, PME policy, Gender policy and the HIV/AIDS work place policy. Also new organizational policies were introduced like the Child Protection policy, Disability policy and Environment policy. ASK India provided a frame and staff of Jana Vikas worked on it to revise old policies and develop new policies. This training was funded by MFS II, Cordaid [Source: CORDAID COMPLETION REPORT-2010-2013, EDITED CORDAID REPORT to be sent, policy development, Endline Evaluation Workshop 2014, Staff_development_policy, Work_Place_Policy_JV_CC, 5c endline self-assessment of the SPO on organisational capacity - programme staff_India_JanaVikas].
 - Seven thematic committees [21] have been formed involving staff of the organisation to look into the various issues. These committees were present during the baseline but after the baseline, these committees were merged into seven committees: the core committee, grievances, gender and sexual harassment, staff counsel and resource mobilization and procurement, cooperative management. Next to the core committee, some of the themes on which committees have been formed include: grievances, gender and sexual harassment, staff counsel and resource mobilization, procurement, cooperative management, human rights, lobby and advocacy etc. These committees were consciously formed to oversee the administrative processes of the organization. These committees take decisions on important issues which makes the decision making process faster and the compliance of the organisation to its operational guidelines better. The grievances of the staff are reported to the committees and when issues are identified, within 21 days steps are initiated to address the issues. The organization has agreed to comply with Humanitarian Accountability Practices (HAP). Acquiring the required documents is under process.

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Report CDI-15-016

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