Endline report – Ethiopia, ECFA
MFS II country evaluations

Capacity of Southern Partner Organisations (5C) component

Trudi van Ingen [1]
Cecile Kusters [1]
Elias Zerfu [2]
Derbew Kefyalew [2]
Dereje Getu [2]
Nicky Buizer [1]

1 Centre for Development Innovation, Wageningen UR
2 International Food Policy Research Institute

Centre for Development Innovation
Wageningen, February 2015

Report CDI- 15-054

Kusters, C.S.L, T. van Ingen, E. Zerfu, D. Kefyalew, D. Getu, N.N. Buizer, 2014. *Endline report Ethiopia, ECFA. Capacity of Southern Partner Organisations (5c) component.* Centre for Development Innovation, Wageningen UR (University & Research centre). Report CDI- 15-054. 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 Ethiopia, ECFA. 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).

Report CDI- 15-054

Contents

Acknowledgements

We are grateful to all the people that have contributed to this report. We particularly would like to thank the Southern Partner Organisation Enhanced Child Focused Activities (ECFA) and the Co-Financing Agency Child Helpline International (CHI) 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 ECFA, CHI, consortia, the synthesis team, IOB and NWO/Wotro and other interested parties and other interested parties.

The Ethiopia 5C evaluation team

List of abbreviations and acronyms

Causal map	Map with cause-effect relationships. See also 'detailed causal map'.
Causal mechanisms	The combination of parts that ultimately explains an outcome. Each part of the mechanism is an individually insufficient but necessary factor in a whole mechanism, which together produce the outcome
CBO	Community Based Organisation
CC	Community Conversation
CDI	Centre for Development Innovation, Wageningen UR, the Netherlands
CFA	Co-Financing Agency
CFO	Co-Financing Organisation
CHI	Child Helpline International
CCRDA	Consortium of Christian Relief and Development Association
COPION	Korean Development Organization
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).
ECFA	Enhanced Child Focus Activities
FSCE	Forum on Sustainable Child Empowerment
General causal map	Causal map with key organisational capacity changes and underlying reasons for change (causal mechanisms), based on SPO perception.
GO	Governmental organisation
GPP	Girl Power Programme
IFPRI	International Food Policy Research Institute
IGA	Income generating activity
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MoFA	Ministry of Foreign Affairs
MFS	Dutch co-financing system
MIS	Management Information System
NGO	Non-Governmental organisation
PANE	Poverty Action Network Ethiopia
PSP	Principles Standards & Practices (taskforce)
OAK	Swiss Development Aid Foundation
OD	Organisational Development
PIE	Plan International Ethiopia
PME	Planning, Monitoring and Evaluation
Process tracing	Theory-based approach to trace causal mechanisms
RCT	Randomized Control Trials
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
ToC	Theory of Change
Wageningen UR	Wageningen University & Research centre
5 C	Capacity development model which focuses on 5 core capabilities

1 Introduction & summary

1.1 Purpose and outline of the report

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

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

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

- Achievement of Millennium Development Goals (MDGs) & themes;
- Capacity development of Southern partner organisations (SPO) (5 c study);
- Efforts to strengthen civil society.

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

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

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

Chapter 2 describes general information about the Southern Partner Organisation (SPO). Here you can find general information about the SPO, the context in which the SPO operates, contracting details and background to the SPO. In chapter 3 a brief overview of the methodological approach is described. You can find a more detailed description of the methodological approach in appendix 1.Chapter 4 describes the results of the 5c endline study. It provides an overview of capacity development interventions of the SPO that have been supported by MFS II. It also describes what changes in organisational capacity have taken place since the baseline and why (evaluation question is 1 and 4). This is described as a summary of the indicators per capability as well as a general causal map that provides an overview of the key organisational capacity changes since the baseline, as experienced by the SPO. The complete overview of descriptions per indicator, and how these have changed since the baseline is described in appendix 3. The complete visual and narrative for the key organisational capacity changes that have taken place since the baseline according to the SPO staff present at the endline workshop is presented in chapter 4.2.2.

For those SPOs involved in process tracing a summary description of the causal maps for the identified organisational capacity changes in the two selected capabilities (capability to act and commit; capability to adapt and self-renew) is provided (evaluation questions 2 and 4). These causal maps describe the identified key organisational capacity changes that are possibly related to MFS II interventions in these two capabilities , and how these changes have come about. More detailed information can be found in chapter 4.3.

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

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

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

1.2 Brief summary of analysis and findings

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

In the capability to act and commit, ECFA improved on many indicators. Most important was a new organisational structure, especially the current division between administrative and program issues. This has resulted in the delegation of tasks from leadership to appropriate staff, so that the Director can focus more on programs and provide organisational directions to his staff. And it led to more clarity for staff on their roles and responsibilities. ECFA has taken measures to retain staff: increased salaries, sustain freedom at work, giving opportunities for staff to let their voices be heard, and hiring new staff. Staff competencies have improved because of hiring qualified new staff and training opportunities on resource mobilisation and M&E. ECFA has slightly better articulated strategies, due to improved M&E on which these strategies are based. Also daily operations have slightly improved and are more in line with strategic plans because of review meetings and improved stakeholder involvement in the annual planning meetings.

In the capability to adapt and self-renew, ECFA also improved in many indicators. M&E has improved because of a dedicated M&E officer and regular review and planning meetings with stakeholders and staff. The M&E officer is skilled and can coach the other staff members. Different tools are used for monitoring and supervision and M&E formats have been developed. ECFA makes more use of the CHI Principles and Standards Assessment to examine the quality of its work, on annual basis, and uses biannual review meetings to plan for the next six (6) months. The frequency of critical reflection meetings went up to weekly thus enhancing the opportunities for staff to share their ideas. There is a more free flow of ideas between different departments. ECFA has become more responsive to stakeholders, especially the Bureau of Women’s and Children Affairs Office, one of ECFA’s major stakeholders.

In terms of the capability to deliver on development objectives, ECFA shows some improvement in almost all indicators. There are new guidelines in place to minimise operational costs and become more cost-effective. The organisation has been delivering outputs in a more timely fashion because of restructuring of the program department and recruitment of new staff. ECFA has better organised its way of getting feedback from beneficiaries. Through the organisational restructuring, new staff has been hired with better efficiency and quality.

In the capability to relate, ECFA has improved as well. The organisation has improved its network with beneficiaries and stakeholders who continue to be engaged in project planning. ECFA has formed

strong local networks with the community, the Bureau of Women's and Children Affairs, regional finance offices and the social affairs office. The presence of a social worker in all the kebeles that ECFA works, has helped to connect more with the target groups. In terms of relations within the organisation, there are new weekly meetings which have been good for the working relations among staff and with the Director and have stimulated mutual sharing.
Finally, ECFA has improved in one of the indicators under the capability to achieve coherence: a number of operational guidelines and manuals have been developed, e.g. financial guidelines, admin and HR manual.

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

During the endline workshop, the following key organisational capacity changes were brought up by ECFA's staff as the most important capacity changes in the organisation since the baseline: improved capacity for partnerships and networking with a large number of stakeholders; improved resource mobilization capacity; improved capacity to reach a larger number of beneficiaries; improved capacity to implement livelihood improvement activities; and improved leadership and management capacity. According to ECFA staffs present at the endline workshop, the improved capacity for partnerships and networking with a large number of stakeholders was due to ECFA's renewed and maintained memberships with different networks and associations; and improved lobbying and communication skills of the organisation, as a result of opportunities created by CHI (MFS-II related) in linking the organisation with its networks and partners and because of ECFA's own experience which created new opportunities.

The resource mobilisation capacity of ECFA improved because of the identification of the need and the recommendations to diversify and increase ECFA's financial resources by a consultant who did a MFS-II funded assessment in 2012; and improved capacity in preparing convincing proposals. ECFA improved this latter capacity because of MFS-II and other donors' training on resource mobilisation, and hiring qualified staff (partially funded by MFS-II), and improved capacity to identify the needs of the community. This capacity change is further detailed in a process tracing causal map.

ECFA improved its capacity to reach a larger number of beneficiaries because of improved capacity in preparing convincing proposals (as explained above) and improved community mobilisation capacity. This last capacity improved because of the enhanced capacity to design people engagement strategies, which in turn was triggered by the recommendations of a multi-sectorial project evaluation conducted in 2010.

The organisation furthermore improved its capacity to implement livelihood improvement activities because of the enhanced attention of ECFA to deploy livelihood interventions geared towards income generating activities (IGAs), because of its demand by communities and government.

Finally, the organisation felt it enhanced its leadership and management capacity because of improved follow up and supervision, past experience of the leadership and donor feedback and financial support. Manuals on organisational and operational management; and donor feedback helped in improved follow up and supervision.

All in all, there is some mention of MFS-II funded capacity development interventions which helped to improve the capacity to write convincing proposals, which is related to the enhanced resource mobilisation capacity and improved capacity to reach a large number of beneficiaries. Other external factors have also played a role in these organisational capacity changes as experienced by ECFA, i.e. trainings funded by other organisations; evaluation recommendations (2010); inputs from government, communities and other funders. To a lesser extent, internal factors played a role, such as organisational and operational manuals. During process tracing these and more MFS-II funded capacity development interventions have clearly come up which will be further explained below.

‘Process tracing’ was used to get more detailed information about the organisational capacity changes that were possibly related to specific MFS-II capacity development interventions. For ECFA, the organisational capacity changes focused on were: “improved fundraising capacity”, “improved capacity to respond to child protection issues”, and “improved capacity to implement M&E and provide quality M&E information”. These are further explained below.

From the process tracing causal map, it can be said that ECFA’s “improved fundraising capacity” can to a large extent be attributed to a range of MFS-II supported capacity development interventions, including: training on counselling, data management and reporting; training on resource mobilisation; Plan International Ethiopia (PIE) partners forum; regional and international consultation meetings; support from CHI in funding proposals; enhanced helpline infrastructure, employment of more counsellors, and general capacity development support of the CFA, like helping with planning and costing of activities and fundraising policies. All of this has helped the organisation to expand to four (4) other towns and thereby becoming more attractive to donors. Other factors to which these changes can be attributed include: experience gained in the past and in other activities; resource mobilisation training by PANE; and coaching and mentoring by senior staff and management. The underlying reasons for change included donor requirements and the precarious situation in the organisation in terms of funding, which triggered the organisation to develop a policy on how to diversify its funds.

On the whole, it can be said that the “improved capacity to respond to child protection issues” of ECFA can to a large extent be attributed to MFS-II supported capacity development interventions: training, and international and regional consultation meetings, the conference on sexual child abuse in Ghana and through learning visits to the Helplines of other African countries. The only other reasons for change included coaching, mentoring and follow-up by senior staff, employing staff with small scale business management skills, and the training on male engagement by Hiwot Ethiopia.

Overall, it can be said that the “improved M&E capacity” at ECFA can to a large extent be attributed to MFS-II supported capacity development interventions, through M&E related training, a (5C) baseline assessment by Plan International, feedback and advice from Plan International and CHI, and the provision of infrastructure and training for a digitalised data management system. The only non-MFS-II related reasons for this improved M&E capacity since the baseline in 2012, were an internally felt need to have a monitoring and evaluation unit, and the provision of three computers by Oak Foundation.

2 Context and General Information about the SPO – ECFA

2.1 General information about the Southern Partner Organisation (SPO)

Ethiopia	
Consortium	Child Rights Alliance
Responsible Dutch NGO	Child Helpline International (CHI)
Project	Nazareth Child Helpline (CHL), Project C2 MFS-II sample
Southern Partner Organisation	Enhanced Child Focused Activities (ECFA)

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

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

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

Millions of children worldwide are subject to violence, exploitation and abuse including the worst forms of child labour in families, communities, schools and institutions. They are also exposed to various forms of abuse during armed conflict; and to harmful practices such as female genital mutilation/cutting and child marriage. Millions more, not yet victims, also remain without adequate protection. Protecting children from violence, exploitation and abuse is an integral component of ensuring their survival, growth and development.

The situation of children in Ethiopia is not different than the international scenario. Thousands of children are subjected to different forms of physical and psychological abuses inflicted upon them by adults that are usually very close to them. The magnitude of the problem varies from region to region and from zone to zone and from Woreda to Woreda. However, the demand for community based child protection mechanisms is becoming paramount in many places in the country as the violence against children is gaining momentum in many parts of the country.

One of the big cities where child abuse is being witnessed is Adama city of Oromiya Region. Like in many Ethiopian cities and towns, the majority of girls and young women have a low status in the society. They are denied equal access to education, training and gainful employment opportunities and their involvement in policy formulation and decision making processes has been minimal in government organizations, community based organizations, civil society organizations as well as in schools and other sectors.

Oromiya Region is the operational area of the Enhancing Child Focused Association (ECFA). ECFA was established in 2004 and legally registered by the federal Ministry of Justice in 2006 by the name, Ethio Child Focused Association. Following the new CSOs and NGOs Legislation issued by the Government of the Federal Democratic Republic of Ethiopia, ECFA has been reregistered as an Ethiopian Residents Charity Organisations, with registration number 0308. ECFA is an indigenous, non-governmental organisation, with the aim to effectively respond to the protection, rehabilitation and integration needs of children and contribute to preventing children from any form of violence in all settings through a holistic manner of service delivery and creating an informed and enlightened target community.

ECFA commits itself to providing adequate protection to all children found under difficult situations in Adama City. ECFA promotes and supports the creation of a safe environment for children in partnership with the communities, local structures, government and non-governmental institutions, national and international partners, and other likeminded organizations.

To achieve its mission, the organization developed proposals which aim to protect children, girls and young women from violence. Among those projects, one is a project which intends to work for better protection of girls and young women against violence. This project specifically endeavours to sensitize the target communities and girls and young women on gender based violence; to establish child helpline centres that provide access to reporting cases of violence; to build the capacity of in-school and out-of-school girls and young women to become assertive and active in protecting themselves; to support the target community to create a community environment that protects girls and young women from violence; and to support W/C/A/offices to setup a child protection system and structures and to build the capacity of ECFA, CBOs and CSOs working for children and women in the target area.

The implementation of this Girl Power Programme (GPP) was for the period 2011-2015. The objective of the programme was to improve or strengthen the capacity of the Southern partners. Child Helpline International (CHI) worked closely with ECFA, an Ethiopia based non-governmental organisation to achieve the results of the GPP.

To implement this project, ECFA uses strategies such as selection and deployment of community social workers and CC[1] facilitators, community mobilization and empowerment, and helps government offices, civil society organizations and community-based organizations to mainstream activities related to preventing/curbing violence against girls and young women in their day-to-day development efforts. ECFA will also establish a network and forge partnership with different development actors and organizations.

Throughout and at the end of this project, ECFA expects that gender based violence against girls and young women will be reduced and a better protection mechanism for girls and young women will be in place. Also, awareness and skill of community members on gender based violence will be improved and the beneficiary/target communities will strongly protect girls and young women from violence. Government will act for better protection of girls and young women and finally, participation and representation of girls and young women in targeted civil society organizations will be enhanced. ECFA will exert maximum efforts to enhance community involvement and the empowerment of the targeted girls and young women in exploring and looking for possibilities to address the problems. In doing this, ECFA believes that the project can be sustained by being handled by the community members. Plan International Ethiopia (PIE) is supporting ECFA with MFS-II funding for this project.

Child Helpline International (CHI) has been working with ECFA since 2007. ECFA runs a child helpline service, among other services. The call centre of the child helpline run by ECFA is located in Nazreth city. In all countries of the world, child helplines including the Dutch *Kindertelefoon* in the Netherlands, target children of all ages, boys and girls alike. An organisation operating child helpline services addresses all problems or concerns raised by children and young people. CHI will work with ECFA in

[1] Community Conversation

the period 2011-2015 to improve the existing child helpline service so that the service reaches and benefits all marginalised children and young people in Ethiopia.

2.3 Contracting details

When did cooperation with this partner start:
Since 2008 (CHI)
In 2007 there was a partnership but no contract (members agreement)[2].

What is the MFS-II contracting period:
January 2011 – September 30th 2015[3]

Did cooperation with this partner end?
NO

If yes, when did it finish?
N.A.

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

If not, is there an expected end date?
December 31st 2015.[4]

2.4 Background to the Southern Partner Organisation

History

Enhancing Child Focused Activities (ECFA) is an indigenous, non-governmental organisation working in Oromiya regional state, to effectively respond to the protection, rehabilitation and integration needs of children and young people; and to contribute to protecting children from any forms of violence in all settings through a holistic manner of service delivery and creating an informed and enlightened target community.[5]

ECFA was established in 2004 in Adama town as a network for the various NGOs working in the area. Its former name was Ethio Child Focused Network.

The reasons for establishing the network were:

1. the need to reduce duplication of efforts among institutions,
2. the presence of poor networking conditions among the NGOs working in the same area,
3. the interest shown by the city administration and child based NGOs (FSCE, Goal Ethiopia, Vision), and
4. the need to address child migration, and HIV epidemics in the area

2 CHI does not work with contracts but instead with members agreements
3 Please note that CHI MFS-II capacity building interventions ends on September 30th 2015
4 Please note that CHI MFS-II capacity building interventions ends on September 30th 2015
5 Country specific information Ethiopia, MFS II call for proposals, 2012.

ECFA was legally registered by the federal Ministry of Justice in 2006[6] by the name Ethio Child Focused Association. Following the new CSOs and NGOs Legislation issued by the Government of the Federal Democratic Republic of Ethiopia, ECFA has been reregistered as an Ethiopian Residents Charity Organisations, with registration number 0308.

Enhancing Child Focused Activities (ECFA) is a coalition of NGOs and GOs (government organisations) working in the field of Child Rights in Adama. Established in 2004, ECFA initially spearheaded bringing child oriented organisations in Adama to pull resources together to celebrate the Day of African Child in the city. After the first celebration of the Day of the African Child together, it was observed and agreed that the coalition could act as a collective voice and an alternative organ for monitoring the implementation of programmes on the rights of the child in Adama.[7]

Among the many underlying factors for the establishment of the coalition are fragmented efforts among child oriented organisations, limited capacity with less impact & uncertainty of sustainability by individual efforts, presence of common vision and related mission among the organisations, healthy work relationship among organisations, positive attitude and acceptance of the government and donors to enhance the role of networking, and realisation of the coalition's better capacity to mobilise private, community, NGO's and GO's resources for better impact. To date, ECFA incorporates a membership of 35 GOs and NGOs among which 10 are full members, the remaining are corporate members.

The organisation put its base foundation aiming to see integrated efforts of GO, NGO's & CBO's that effectively respond to the protection, rehabilitation and integration rights of children through a holistic manner of service delivery.

As ECFA resumed operations to provide networking services, the target groups had been child focused institutions operating in the area. But, with the change of focus in 2009 (a change that was reinforced by new government law) the target groups were changed to schools, vulnerable children, community members, kebele administration, youth clubs, and health extension workers.

At inception, the organization did not have any staff. Rather, all activities were performed through a committee composed of the entities that constituted the coalition. When it established its office in 2005, a coordinator for the coalition was employed. The staff number increased to eight in 2007 and to nine in 2009 when the organization (coalition) started implementing programs. By including community volunteers and area coordinators, the number of workers at present (2012) has reached 15.

In its first year of operation, the organization did not have any budget. But following the opening up of the office in 2005 it started allocating budget that grew from Birr 60,000 (in 2005) to 100,000 (in 2006). When it started to implement projects in 2007, the budget grew to Birr 700,000 but declined to Birr 540,000 in 2009 due to the phasing out of indirect funds. Significant growth was seen in 2012 in which the budget reached Birr 4 million.

The organization has diversified its funding sources. In 2005 the only donors were only Goal Ethiopia and FSCE. But after that period, more funders were added, i.e. OAK foundation, Child Helpline International (CHI), Plan International, Corpion International, and Wereldkinderen.

ECFA has gone through various physical and financial capacity strengthening activities. In the initial years, it was mainly engaged in owning an office compound and furnishing it with various facilities. Once it recruited staff, it started to provide training on community facilitation, resource mobilization, and outreach program.

[6] Other sources mention establishment in 2004
[7] http://www.crin.org/organisations/vieworg.asp?id=4585

The following milestones were critical in the history of the organization:

- 2004: Inception
- 2005: Office establishment
- 2006: Legal registration
- 2007: Start with project implementation
- 2009: New NGO Framework/CSO Law introduced by Ethiopia government, and change of name

The important influencing factor that led to the establishment of the organization as a network was the need to improve the service delivery capacity of various stakeholders that were providing child focused services. Once it started operation, the new 2009/2010 NGO Framework/CSO law that made the organization drop its advocacy related activity was another important influencing factor. Other important factors were: the attachment of the ECFA child helpline service to the government office of the Bureau of Women and Children affairs in 2009, as well as becoming a member of CHI (that helped to diversify its funding), and the increased awareness of the community about the organization's activity.

Vision

The vision of ECFA at inception was to see rights protected children and this was pursued until 2009. The current vision, which was developed in 2009, is "to see the development of Ethiopia children with their basic needs realized and protected from any form of abuse"

Mission

Likewise, the mission in the beginning focused on addressing child rights. But as of 2009 it was changed to "working with children, families, communities, government agencies and national and international partners to prevent child abuse and ensure the protection, social and psychological needs of orphan and vulnerable, marginalized, abused and exploited children".

Strategies

ECFA developed various strategies to accomplish its vision and mission. At inception the strategy was to engage in advocacy, networking, capacity building, and information sharing activities. However, the CSO law introduced in 2008 forced the organization to abandon advocacy work. Following the reestablishment of the organization in 2009 as an independent entity, its strategy includes the following:

- *Networking*: support networks that are intended for the existence of a coordinated response on the issues of children at the grass root level.
- *Protection*: support children to get access to protection, education and health, psychological and rehabilitation services.
- *Capacity building*: build the capacities of child focused organisations to provide quality and child friendly services for their target children.
- *Child participation*: support children initiated collections and forums that are established to facilitate their involvement in the socio economic developmental activities of their community.
- *Access to information*: availability of child focused information and best practices that contribute to improve planning and implementation of child focused programs and projects.

3 Methodological approach and reflection

3.1 Overall methodological approach and reflection

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

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

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

Note: this methodological approach is applied to 4 countries that the Centre for Development Innovation, Wageningen University and Research centre is involved in in terms of the 5C study (Ethiopia, India, Indonesia, Liberia). The overall approach has been agreed with all the 8 countries selected for this MFS II evaluation. The 5C country teams have been trained and coached on this methodological approach during the evaluation process. Details specific to the SPO are described in chapter 5.1 of the SPO report A detailed overview of the approach is described in appendix 1.

The first (changes in organisational capacity) and the fourth evaluation question are addressed together through:

- **Changes in the 5C indicators since the baseline:** standard indicators have been agreed upon for each of the five capabilities of the five capabilities framework (see appendix 2) and changes between the baseline, and the endline situation have been described. For data collection a mix of data collection methods has been used, including self-assessments by SPO staff; interviews with SPO staff and externals; document review; observation. For data analysis, the Nvivo software program for qualitative data analysis has been used. Final descriptions per indicator and per capability with corresponding scores have been provided.
- **Key organisational capacity changes – 'general causal map':** during the endline workshop a brainstorm has been facilitated to generate the key organisational capacity changes as perceived by the SPO since the baseline, with related underlying causes. For this purpose, a visual as well as a narrative causal map have been described.

In terms of the attribution question (2 and 4), **'process tracing'** is used. This is a theory-based approach that has been applied to a selected number of SPOs since it is a very intensive and costly methodology, although it provides rich information and can generate a lot of learning within the organisations. This approach was presented and agreed-upon during the synthesis workshop on 17-18 June 2013 by the 5C teams for the eight countries of the MFS II evaluation. A more detailed description of the approach was presented during the synthesis workshop in February 2014. The synthesis team, NWO-WOTRO, the country project leaders and the MFS II organisations present at the workshop have accepted this approach. It was agreed that this approach can only be used for a selected number of SPOs since it is a very intensive and costly methodology. Key organisational capacity changes/ outcomes of the SPO were identified, based on their relationship to the two selected capabilities, the capability to act and commit the capability to adapt and self-renew, and an expected relationship with CFA supported capacity development interventions (MFS II funding). It was agreed to focus on these two capabilities, since these are the most targeted capabilities by the CFAs, as established during the baseline process.

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

At the end of this appendix a brief methodological reflection is provided.

3.2 Assessing changes in organisational capacity and reasons for change - evaluation question 1 and 4

This section describes the data collection and analysis methodology for answering the first evaluation question: **What are the changes in partner organisations' capacity during the 2012-2014 period?** And the fourth evaluation question: **"What factors explain the findings drawn from the questions above?"**

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

The evaluators considered it important to also note down a consolidated SPO story and this would also provide more information about what the SPO considered to be important in terms of organisational capacity changes since the baseline and how they perceived these key changes to have come about. Whilst this information has not been validated with sources other than SPO staff, it was considered important to understand how the SPOs has perceived changes in the organisation since the baseline.

For those SPOs that are selected for process tracing (evaluation question 2), more in-depth information is provided for the identified key organisational capacity changes and how MFS II supported capacity development interventions as well as other actors, factors and interventions have influenced these changes. This is integrated in the next session on the evaluation question on attribution, as described below and in the appendix 1.

How information was collected and analysed for addressing evaluation question 1 and 4, in terms of description of changes in indicators per capability as well as in terms of the general causal map, based on key organisational capacity changes as perceived by the SPO staff, is further described below.

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012[8].

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

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

The information on the indicators was collected in different ways:

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

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

Key steps to assess changes in indicators are described

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

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

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

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

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

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

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

3.3.1 Selection of SPOs for 5C process tracing

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

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

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

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

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

3.3.2 Key steps in process tracing for the 5C study

In the box below you will find the key steps developed for the 5C process tracing methodology. These steps will be further explained here. Only key staff of the SPO is involved in this process: management; programme/ project staff; and monitoring and evaluation staff, and other staff that could provide information relevant to the identified outcome area/key organisational capacity change. Those SPOs selected for process tracing had a separate endline workshop, in addition to the ' general endline workshop. This workshop was carried out after the initial endline workshop and the interviews during the field visit to the SPO. Where possible, the general and process tracing endline workshop have been held consecutively, but where possible these workshops were held at different points in time, due to the complex design of the process. Below the detailed steps for the purpose of process tracing are further explained. More information can be found in Appendix 1.

Key steps in process tracing for the 5C study

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

3.3.3 Methodological reflection

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

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

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

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

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

A few remarks need to be made:

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

Utilisation of the evaluation

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

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

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

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

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

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

4 Results

4.1 MFS II supported capacity development interventions

Below an overview of the different MFS II supported capacity development interventions of ECFA that have taken place since the baseline in 2012 are described. The information is based on the information provided by CHI.

Table 1
Information about MFS II supported capacity development interventions since the baseline in 2012

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
Regional consultation (RC) of child helplines in Africa in Nairobi, 2011	Basis for more co-operation between the ECFA and agencies in the region. This may be in the form of the exchange of technical expertise or funding opportunities	**- ICT usage** globally and in Kenya. - Outcomes of **Principles Standards & Practices (**PSP) Task Force meetings as well as the achievements in the Africa region - **Poster session** about the work of the various child helplines - **Open space session** that enabled participants to choose topics/any issues not covered by the programme of the meeting. **- Field visit** to Childline Kenya, the national child helpline in Kenya and also a visit to the Gender Recovery Centre of the Nairobi Women's' Hospital.	Aug 30-Sept 2, 2011	Total cost of the Sixth RC was Euros (€) 70,818.99. CHI's contribution was Euros (€) 34,642.01
Workshop on Outreach and Community-based strategies that took place in Sri Lanka in 2012	- Expansion of the Adama child helpline service to other regions and districts in Ethiopia.	**- Outreach and Community Based Strategies for child helplines:** Ensuring a common understanding of concepts; Discussion about who are "difficult to reach" or "marginalized" children; - Brainstorm of challenges faced by child helplines to reach them. **- Community based strategies in areas affected by conflict:** Afghanistan *(working with community & religious leaders);* Sri Lanka (Don Bosco /NCPA/Save the Children) **Reaching the hard to reach:** Sharing experiences from the field by: Pakistan *(working with burn centers, media tracking);* Nepal *(reaching child labourers)*	June 2012	Euros 25,000 (i.e., from the MFS-II budgets of Ethiopia, Bangladesh, Nepal and Pakistan).
CHI MFS-II Monitoring and Evaluation (M&E) workshop 2012	ECFA to incorporate the M&E knowledge that was acquired from the workshop into the day-to-day operations of the child helpline. Ultimately, this should improve the quality of the service they provide.	- Introduction to M&E concepts - Girl Power; Activities, annual planning & reporting - CHI's Regional and Global Activities under Girl Power - 5 Core Capabilities, the PSA tool and its usage - Outcome measuring in Girl Power, choosing methods and tools - Learning Agenda under the Girl Power programme	December 2012 in Amsterdam	Euros 3,000

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
Second International Conference on Child Sexual Abuse in Accra, Ghana in 2012	- To strengthen their capacity in working with community-based approaches and outreach.	- Compare weak and strong CP[9] systems - How to strengthen well-developed CP systems - Improve referral mechanisms and case management - Network with partners to strengthen child protection systems - The role of helplines in the prevention of child abuse - Brand management - Reaching out to marginalised children and young people	March 2012	Euros 2000
Annual reflection meetings organized by Plan International Netherlands and Plan International Ethiopia,(CD5)	ECFA uses this knowledge to respond to children who contact the child helpline on matters related to sexual abuse	- Building organizational capacity to manage child sexual abuse in Africa - Role of legislation and policy on child sexual abuse in Africa - Strategies on child sexual abuse prevention - Child sexual abuse in institutions of care and learning in Africa - Good practices in research and practice on child sexual abuse	Annually	Euros 4783.40 (i.e., MFS-II 1% and 4% budget allocation of the period 2011 to 2013
Training in Fundraising conducted by CHI and The Resource Alliance in 2012	Increased protection of girls in Ethiopia as a result of the Girl Power Programme	- Understanding resource mobilisation - Trends and realities on the fundraising scene - Governance, transparency and accountability - Different techniques of resource mobilization -Developing and implementing an effective resource mob. strategy	January 2012	Euros 2000
CHI International Consultation (IC), Durban, South Africa, 2012	ECFA used the knowledge gained to fundraise and generate additional funding for the child helpline.	- CHI marketplace : PSP (Principles, Standards and Practices) taskforce - Open Space for Innovative Ideas - Parallel sessions: The role of child helplines in the prevention of child sexual abuse; Strengthening weak child protection systems; Strengthening well-developed child protection systems; networking with partners to strengthen child; Brand Management; Reaching out to marginalised children & young people; protection systems; - Open space: Awareness raising music video; Human Trafficking: Commercial and Sexual Exploitation of Children; Google - online safety tools and training; Role of Government in (funding) child helplines;; Funding models for new child helplines; Monitoring outcomes of school outreach services and bullying; Influencing Policy: Ground breaking ruling on cyber bullying in Canada; Durban Resolutions - Site visits – Childline KwaZulu-Natal (KZN); the Kwa Muhle Museum; and visit to the Durban Magistrates Court. - Youth Consultation: the voices of Durban's Youth.	October 17-20, 2012	Euros 4783.40

[9] CP = Child Protection

Title of the MFS II supported capacity development intervention	Objectives	Activities	Timing and duration	Budget
CHI seventh (7th) regional consultation of child helplines in Africa and the Pan-African stakeholder dialogue, Addis Ababa Ethiopia, 2013	The knowledge gained, contacts and partnerships made during the IC will enhance the operations of ECFA.	- Regional Update: Youth Advisory Council/Child Impact Assessment Advisory Council; Regional updates by CHI Regional Representative for Africa - Update on the Principles, Standards and Practices - Update on the New Technologies Advisory Council - Envisioning of CHI 2015+ Strategy: African priorities for CHI's next strategic phase; technology as a cross cutting means; Centres of excellence – knowledge building; Advocacy; Research and Data; Quality Assurance; Regional Approach; - The role of Child Helplines in Eliminating Harmful social and Cultural - Strengthening Child Protection Systems: the value of child helpline data - Strengthening Child Protection Systems; the experience of key partners - Harmful Practices affecting Children - Pan-African Stakeholder Dialogue - Project Bright (KPMG) - Child helplines from Namibia, South Africa and Zambia sharing tools and good practices	November 12-14, 2013	Euros 2,000
Learning visit to Childline in Harare, Zimbabwe in 2013	The knowledge gained, contacts and partnerships made during the RC will enhance the operations of ECFA.	- Meetings and sessions with Childline Zimbabwe staff and volunteers - Visits at drop-in centers around Harare - Meetings with different actors and partners of Childline Zimbabwe - Key manuals on Childline Zimbabwe provided. - Manuals from the Police and UNICEF were given centered on child protection and operations standards. Other knowledge gathered: - Fundraising mechanisms including localized fundraising strategies through outsourcing of some expenditure items to other willing organizations - Volunteers management and motivation - Good working relationship with government - Working within the legal framework set by the government and not acting as an advocacy organization	5 days in September 2013	Euros 5,000 (i.e., MFS-II 1% and 4% budget allocation of the period 2011 to 2013)

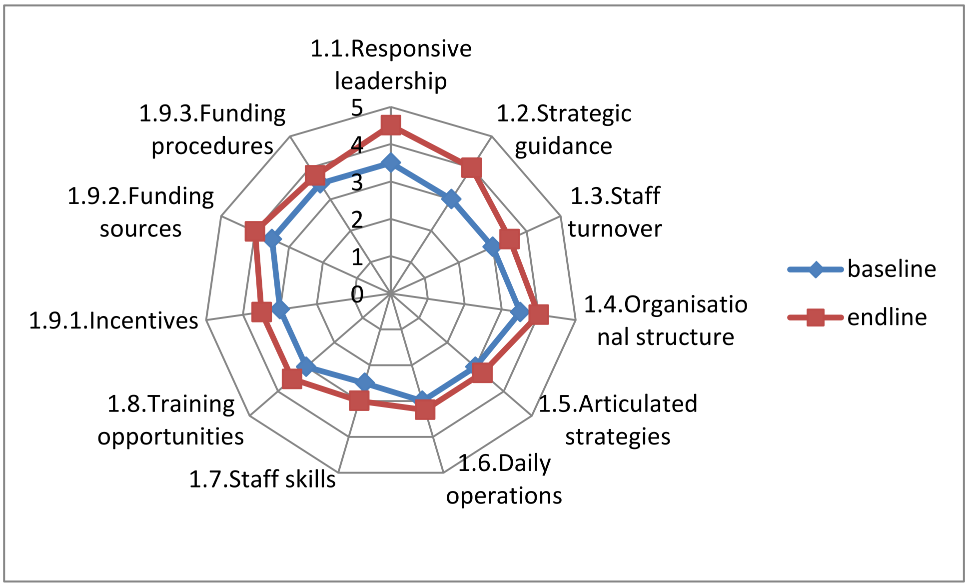
Source: B_5C endline_support to cap dev_CFA perspective_Ethiopia_ECFA_CHI

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

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

4.2.1 Changes in the five core capabilities

Capability to Act and Commit



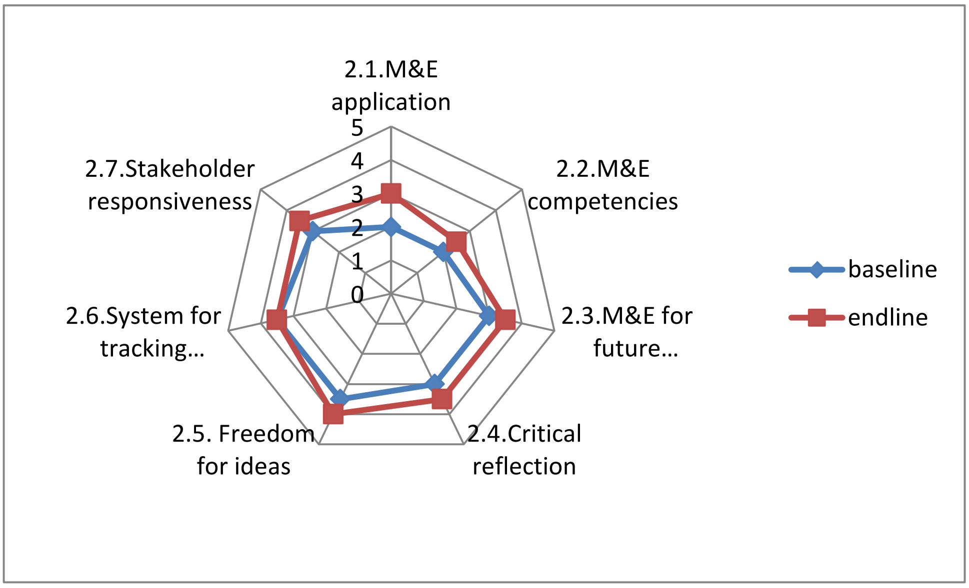
During the 2012 baseline, ECFA's program leadership, implementation and monitoring was handled by one person. Now different tasks are given to different individuals with clear job descriptions. There are now a Program, and an Administration division in place. This has helped the organisation to perform better because problems are easily and timely addressed, since the director can now focus on programs and providing leadership. The Country Director oversees the overall operations of the organization. Newly added personnel are working closely with the Executive Director and they help in addressing administrative leadership issues timely and flexibly.
Mechanisms to improve incentives have been put in place, such as higher per diems and higher salaries; a good working environment, and a reshuffle of existing staff based on their qualifications and interests. Also, appointing new staff has helped to reduce the workload of some staff.
Daily operations are in line with the strategic plan, but this strategic plan expired. However, resources have been mobilised to update the strategic plan for the period of 2015-2019. In terms of staff skills, ECFA relies heavily on CHI for capacity building of their staff. Whilst some staff have been trained in resource mobilisation and monitoring and evaluation, and qualified and experienced staffs are now being hired for the right positions, further training is required in terms of leadership and management, project planning and management, and report writing[10].
In terms of funding, the organisation has greatly increased the amount of funds since the baseline, which is related to ECFA collaborating with CHI, CCDRA and OSSA. A fundraising strategy still doesn't exist,

[10] The later could be attributed to language barriers, notably, the MFS-II reporting templates are in English and Ethiopia's business/official language is Amharic.

although it is in the process of being developed. Having trained staff in resource mobilisation, and hiring more qualified staff has resulted in raising more funds for ECFA.

Score: from 3.1 to 3.7 (slight improvement)

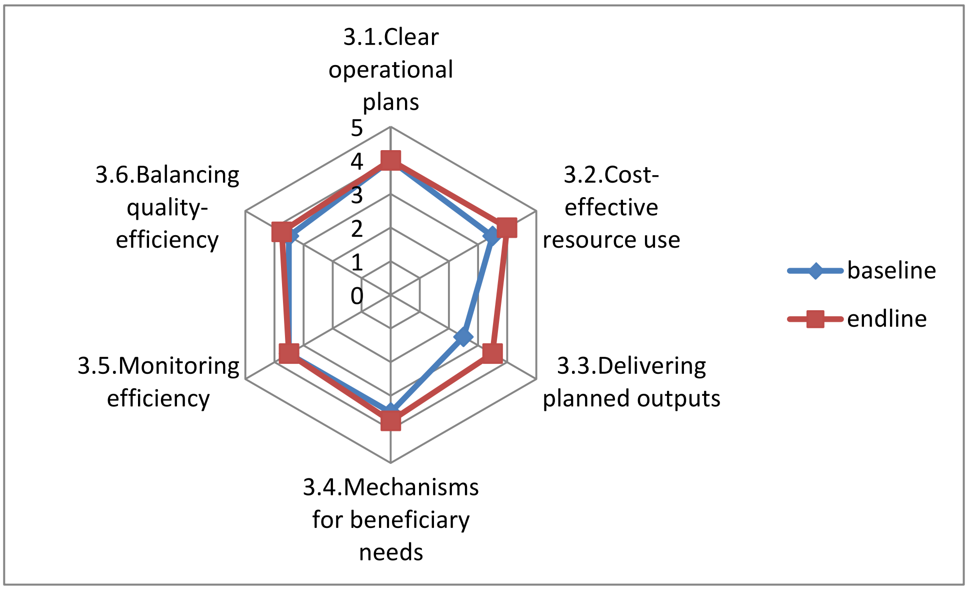
Capability to adapt and self-renew



There have been some slight improvements in terms of monitoring and evaluation, and using this for planning. An M&E policy and guidelines have been developed that are waiting for endorsement by the Board, and M&E formats are developed and are in place for action (notably, mission reporting format, training report format, monthly planning and reporting format, quarterly planning and reporting format). There is an M&E officer in the organisation now, but generally staffs still lack M&E knowledge and skills. The frequency of planning and review meetings has increased: periodic half-year review and planning meetings are of projects and organizational activities; field visits and beneficiary discussions on a quarterly basis; review meetings with community, volunteers, CBOs, CSOs and government offices are facilitated on a monthly basis. For each individual project there are midterm and final evaluations. Due to this increased frequency of meetings it is also easier for staff to critically reflect on issues and share their ideas. Furthermore, ECFA has improved its responsiveness to stakeholders due to increased stakeholder engagement, but the (limited) number and quality of staff is a hindrance to internalizing this principle.

Score: 2.9 to 3.4 (slight improvement)

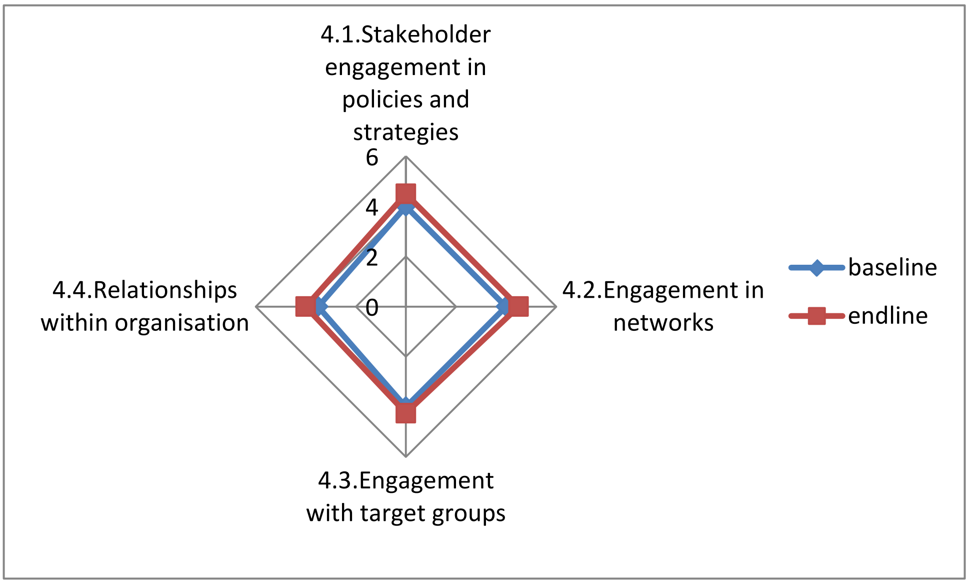
Capability to deliver on development objectives



ECFA still has clear operational plans in place, which guide daily activities and is still using its resources cost effectively making use of volunteers. Presently, ECFA also has guidelines in place to minimise operational costs and has improved upon delivering planned outputs timely due to the restructuring of the program department and having an M&E officer in place, who helps in reviewing progress, timely, and adapting plans accordingly. Also, there are, currently, fewer delays in approving budgets and in making agreements with government. The mechanism to assess whether beneficiary needs are being met is still the same as during the baseline, such as conducting field visits and beneficiary discussions at project levels on a quarterly basis; holding monthly review meetings with community, volunteers, CBOs, CSOs and government offices. The major change is that ECFA has hired a social worker in each target kebele which helps them to fully engage with beneficiaries. There is no formal system in place to monitor efficiency or balance quality with efficiency, but comparing planned with implemented activities helps in assessing executed activities, and having hired more qualified staff has improved the quality of work.

Score: from 3.4 to 3.7 (very slight improvement)

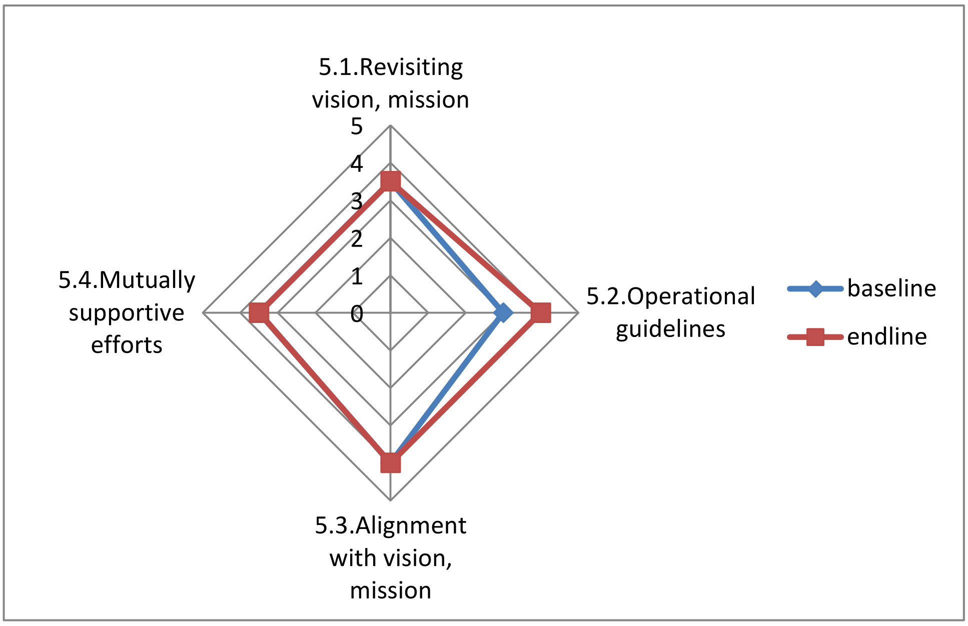
Capability to relate



Relationships have improved slightly, in terms of engaging with stakeholders especially communities, through hiring a social worker in each target kebele, and the government, especially the Bureau of Women and children affairs offices, Regional Finance Offices, Social affairs office. Internally relationships have improved slightly through having more frequent planning and review meetings.

Score: from 3.9 to 4.3 (slight improvement)

Capability to achieve coherence



On the whole, there has been some change in this capability, although most indicators under this capability scored the same compared to the baseline. Vision and mission of the organization are still the same, but the expired strategic plan is under revision. A number of guidelines and manuals are developed or under development compared to the baseline situation, such as financial guideline, per diem and allowance related manual, admin manual, procurement manual and human resource manual (waiting for the final draft) and all staffs are aware of what is included in the manuals and guidelines. Staffs are still acting according to the Vision, mission and goals to be reached by the projects, and projects, like the baseline, are still designed to be complementary to each other.

Score: from 3.5 to 3.7 (very slight improvements)

4.2.2 Key organisational capacity changes - general causal map

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

During the endline workshop, which was held on the 10th July 2014 at the ECFA's office in Adama, ECFA staff agreed that the following key changes in terms of organisational capacity took place in the organisation since the baseline:

1. Improved capacity for partnerships and networking with a large number of stakeholders (2)
2. Improved resource mobilization capacity (3)
3. Improved capacity to reach a larger number of beneficiaries (4)
4. Improved capacity to implement livelihood improvement activities (19)
5. Improved leadership and management capacity [5]

According to ECFA staff these five improvements in capacity helped ECFA them to become a more prominent and visible organization in the child protection arena (1).

Each of these five key organisational changes is explained in the diagram below. The numbers in the text correspond to the numbers of the cards in the diagram/visual on page 32.

Improved capacity for partnerships and networking with a large number of stakeholders (2):
ECFA started with only one donor (i.e. Oak Foundation). During the baseline in 2012, ECFA had a limited number of donors who financially supported the organization. Currently, ECFA has increased its pool of funds and is working with more donors and implementing five projects. At the time of the baseline study, the organization had only two projects. The main reason for this improvement in networking and partnerships was lobbying and improved communication skills of the organisation (6) and the incessant contacts of the director with peer organisations. In addition, renewing its memberships with different networks and associations such as CCRDA, Child Helpline International (CHI) etc. (9) was also helpful. The lobbying and communication skills of the organization improved as a result of the opportunities created by CHI in linking ECFA with its networks and partners (7). In addition, the previous experience of the organization, the experience of the General Manager in particular (10), was also a major input to improve lobbying and communication. This happened mainly because of the training organized on lobby and advocacy in Ethiopia in 2010 by PANE (22).

Improved resource mobilization capacity (3):
The funding sources of the organization have increased compared to the baseline i.e. the number of donors increased since the baseline in 2012. The main reasons for the improved resource mobilization capacity are the identification of the need and the recommendations to diversify and increase its financial resources including steps to be taken to achieve this (29) received from a consultant who conducted a baseline assessment in 2012 for the MFSII alliance[11] (24) and the improved capacity of the organization to prepare convincing proposals (22).

The improved capacity in preparing convincing proposals (22) happened because of:

- The training on resource mobilization given in December 2012 by CHI for five African (i.e., Malawi, Mozambique, Kenya, Ethiopia and Uganda) child helplines hosted by ECFA in Adama, Ethiopia (11); and
- Training on Project Cycle Management (PCM) given to staff in 2013 by COPION (Korean Organization) (8).
- Hiring qualified and experienced staff (12). ECFA hired a Program Manager after the 2012 baseline. The new staff helped in coaching other staff in proposal development, and in identifying the needs of the community (13). The salary of the new staff, including the Program Manager, is partly covered from MFS-II contribution to the organization's pool of funds.

[11] This assessment (24) was about the situation of Gender Based Violence (GBV) and Girls participation in 5 selected towns of Oromiya Region, conducted for the Girls power project (MFSII funded).

- Improved capacity to identify the needs of the community (13) as a result of hiring experienced qualified staff (12) and engaging consultants (14) to conduct assessments (12 and 14 both MFS-II funded). This enabled the organization to identify the needs of the community and develop proposals that have better chance of being funded.

This capacity change is further detailed in the process tracing map on improved resource mobilisation capacity.

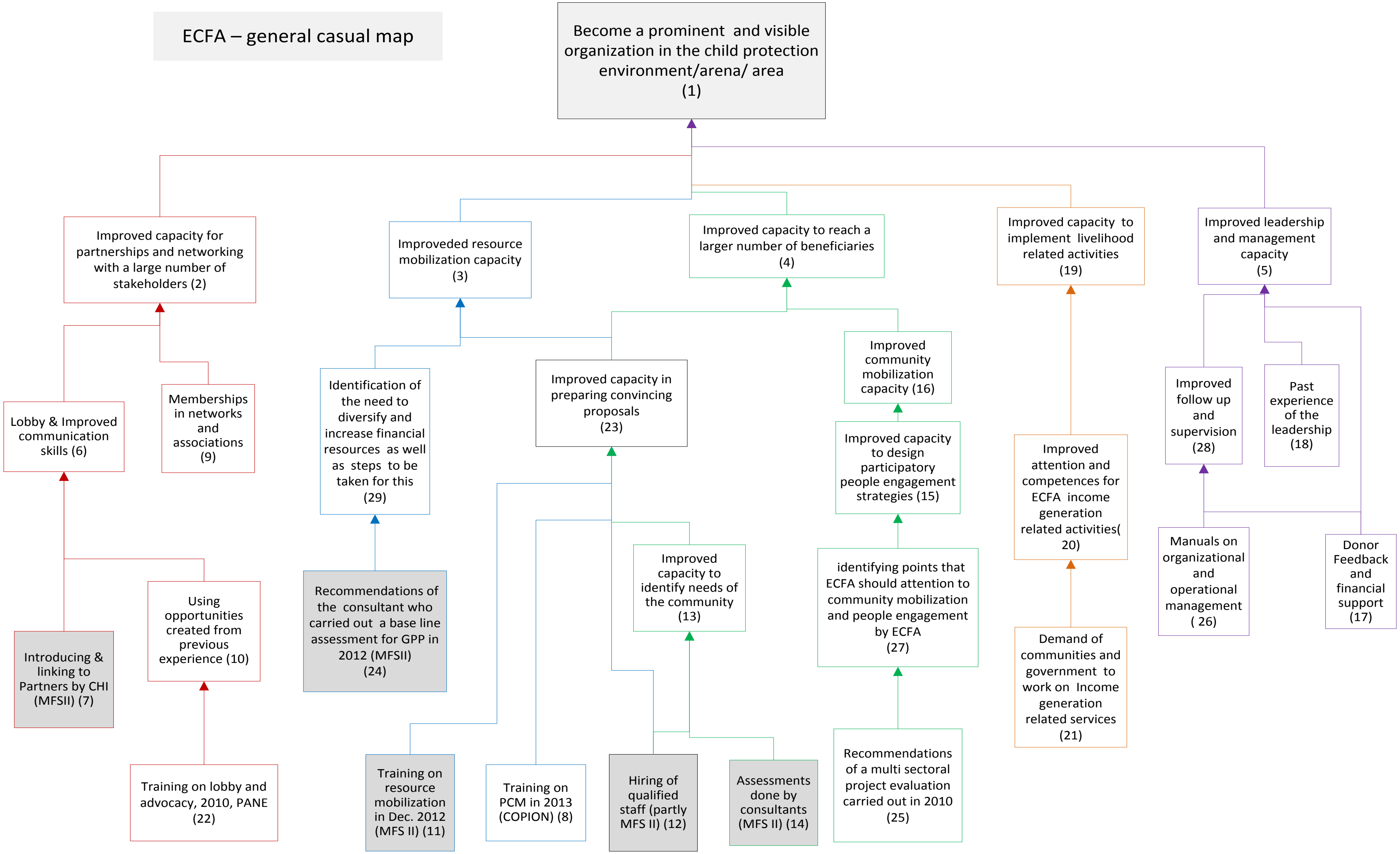
Improved capacity to reach a larger number of beneficiaries (4):
ECFA has increased its geographical area of operations, from Adama (one city) to six cities since the baseline, namely, Adama, Metehara, Bishoftu, Asella, Shashemene and Bekoji. This expansion was possible because ECFA developed the following capacities that supported this expansion. These were:

- Improved capacity in preparing convincing proposals (23) (see above).
- Improved community mobilization capacity (16) which is influenced by the improved capacity to design people engagement strategies (15). This was triggered by the recommendations of a multi-sectorial project evaluation conducted in 2010[12] (25). This study pointed out areas that ECFA should give attention to when mobilizing communities and engaging people (27). The outcomes of the study helped ECFA in improving its capacity to design participatory people engagement strategies (15).

Improved capacity to implement livelihood improvement activities (19):
The continued demand by the community and the government on ECFA to work on poverty reduction interventions (21) forced the organization to deploy livelihood interventions geared towards income generation activities (IGAs) (20).

Improved leadership & management capacity (5):
ECFA has developed different manuals related to organizational and operational management (26). This has helped the leadership to easily follow up and supervise (28), and ultimately smoothen processes and operations. In addition, the past experience of the management (18), more specifically the director, has also influenced leadership and management capacity (5), as well as the feedback from MFS II partners and other implementers and their financial support (17). The financial support has improved mobility for follow up and supervision (28) was also instrumental in this.

[12] End-evaluation of the project" Multi-sectoral responses against child sexual abuse in Adama city", 2007-2009 (funded by OAK foundation).


ECFA – general casual map
Become a prominent and visible organization in the child protection environment/arena/ area (1)
Improved capacity for partnerships and networking with a large number of stakeholders (2)
Improveded resource mobilization capacity (3)
Improved capacity to reach a larger number of beneficiaries (4)
Improved capacity to implement livelihood related activities (19)
Improved leadership and management capacity (5)
Lobby & Improved communication skills (6)
Memberships in networks and associations (9)
Identification of the need to diversify and increase financial resources as well as steps to be taken for this (29)
Improved capacity in preparing convincing proposals (23)
Improved community mobilization capacity (16)
Improved capacity to design participatory people engagement strategies (15)
Improved attention and competences for ECFA income generation related activities(20)
Improved follow up and supervision (28)
Past experience of the leadership (18)
Improved capacity to identify needs of the community (13)
identifying points that ECFA should attention to community mobilization and people engagement by ECFA (27)
Manuals on organizational and operational management (26)
Donor Feedback and financial support (17)
Introducing & linking to Partners by CHI (MFSII) (7)
Using opportunities created from previous experience (10)
Recommendations of the consultant who carried out a base line assessment for GPP in 2012 (MFSII) (24)
Demand of communities and government to work on Income generation related services (21)
Training on lobby and advocacy, 2010, PANE (22)
Training on resource mobilization in Dec. 2012 (MFS II) (11)
Training on PCM in 2013 (COPION) (8)
Hiring of qualified staff (partly MFS II) (12)
Assessments done by consultants (MFS II) (14)
Recommendations of a multi sectoral project evaluation carried out in 2010 (25)

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

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

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

Table 2

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

Capability	Outcome area	MFS II supported capacity development intervention
To adapt and self-renew	improved capacity to implement M&E and provide quality M&E information	
To act and commit	improved capacity to respond to child protection issues	
	improved fundraising capacity	

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

4.3.1 Enhanced capacity to attract funds from multiple sources

Below you will find a description of the 'Enhanced capacity to attract funds from multiple sources' and how this has come about. Numbers in the narrative correspond with numbers in the process tracing causal map further below.

Both ECFA endline workshop participants as well as the Dutch CFA (CHI) Programme Officers consider the ECFA staff to have improved their capacity to attract funds from multiple sources since the baseline in 2012 [1]. As a result ECFA has attracted a larger number of donors compared to the baseline in 2012 [35] *(sources: endline workshop; CFA support to capacity sheet B and a larger amount of funding for Child Helplines [36] (sources: endline workshop; CFA support to capacity sheet B)*.

The participants of the endline workshop mentioned that the enhanced capacity to attract funds from multiple sources can be attributed to the following factors:

1. Increased visibility of the organization both nationally and internationally (2)
2. Improved capacity to network with donors & CSOs (3)
3. Improved knowledge and skills in resource mobilization (4)
4. Improved access to information sharing on funding opportunities (5)
5. Strengthened organizational policy systems (6)

These key areas are further explained below.

1. Increased visibility of the organization both nationally and internationally (2)

According to the endline workshop participants and the CFA (i.e. CHI) one of the reasons for the improved capacity to attract funds from multiple sources is that ECFA is now more visible and known inside the country and abroad [2] *(Sources: endline workshop; CFA Assessment sheet A; CHI ic_report_2012 (Durban)_-_final version)*

According to the endline workshop participants, ECFA's increased visibility [2] is caused by:

a. The capacity to scale up child helpline activities in four other towns (9) *(Source: endline workshop)* as a result of the training on online counselling, face-to-face counselling, data management, and report writing in 2012/13 by an external consultant (MFS II financed) (11) (*Source: endline workshop*) and the infrastructure, such as telephones provided thorough MFS II funding related to helpline service provision (10) (*Source: endline workshop*) plus the employment of MFS II funded counsellors (12) that provide the counselling service *(Source: endline workshop*)
b. The improved capacity to communicate ECFA's objectives and interventions verbally (7) (*Source: endline workshop*) as a result of experience gained in the past (13) (*Source: endline workshop*);
c. The enhanced capacity to produce and present promotional materials, such as leaflets, flyers, etc. and the Oromia radio program (8) (*Source: endline workshop*) as a result of the new infrastructure provided (10), and the enhanced financial management capacity (planning and budgeting) of ECFA (14) *(sources: endline workshop; 2013 Ethiopia GP Country Projects Annual report ECFA for CHI_2013).* These improved due to the interaction with MFS-II implementers that were helpful with planning activities and costing them accordingly (37) *(Source: endline workshop*).
d. In addition, the strengthened sub-regional child helpline partnerships e.g. with CHI/Plan International, Wereldkinderen , Oak foundation and COPION Int. (32) also contributed to the increased visibility of the organisation *(sources: endline workshop; CFA assessment sheet A; 2013 Africa PDRC Report (10)-FINAL; 2011_Africa RC Report 2011; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA).*These were due to the MFS II funded opportunities to establish and maintain relationships with other CSO leaders (20) *(source: endline workshop)*, like the Partners forum organized by PIE (21) *(source: endline workshop; CFA assessment sheet B)* and the CHI Regional and International consultation meetings 2011, 2012 and 2013 (24) on the one hand, and to network opportunities given by other Non-MFS II donors (38) *(source: endline workshop).*

2. Improved capacity to network with donors and CSOs (3)

Another reason for the improved capacity to attract funds from multiple sources is the improved capacity to network with donors and CSOs (3) *(sources: endline workshop; CFA assessment sheet A).* The Executive Director persistently uses all available forums including international conferences to promote the organization (15) *(source: endline workshop)* as a result of the experience he acquired when being a member of the leadership committee of the Family Guidance Association of Ethiopia (16) *(source: endline workshop)*. In addition, ECFA's membership in CHI implementers' networks and CCRDA (17) *(sources: endline workshop; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI)* including the Director's efforts to sustain the collegial relationship he has with fellow CSO leaders (20) *(source: endline workshop)* was mentioned as important for improved networking capacity (3). ECFA was able to maintain its membership of CCRDA and CHI networks (17) because it had financial support from MFS-II (19) *(source: endline workshop)*, and the recommendation to the CHI network by the OAK foundation including its financial support (18) *(source: endline workshop)*. In addition, ECFA was able to sustain its collegial relationship with leaders of CSOs (20) as a result of the PIE (Plan International Ethiopia) partners' forum created with MFS-II funding (21) *(source: endline workshop; CFA assessment sheet B)*, and the different CHI annual regional and international consultation meetings that were held with support from the MFS-II funds (24) *(sources: endline workshop; 2011_Africa RC Report 2011 Final (20111125); 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI; 2013 Africa PDRC Report – FINAL; 2013 Ethiopia GP Country Projects Annual report_ECFA for CHI_2013).* These gatherings enabled the various SPOs leaders to meet frequently.

3. Improved knowledge and skills in resource mobilization (4)

The third reason for the improved capacity to attract funds from multiple sources is improved knowledge and skills in resource mobilization [4] *(sources: endline workshop; CFA assessment sheet B; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA* such as:

a. Improved negotiation skills with possible donors and stakeholders (22) as a result of the training on resource mobilization organized by CHI in Adama with MFS-II financial support (23) *(sources: endline workshop; CFA capacity sheet A; Bi-annual progress report on the Girl Power programme January – June 2012; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA)*, and the resource mobilization training organized by PANE (Poverty Action Network Ethiopia) in 2010/11 (27) *(source: endline workshop)*. These trainings complemented each other;
b. Improved knowledge of concept note and proposal writing (26) *(sources: endline workshop; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA)*, from the same training organized on resource mobilization (23); and
c. The improved resource mapping capacity (28) *(sources: endline workshop; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA)* that helped to know who is who in funding landscape, as a result of the above mentioned training on resource mobilization (23) which was facilitated by fundraising experts and attended by senior management staff. This generated lots of information about donors and mapped the funding landscape. Also the coaching and mentorship by senior management (25) *(source: endline workshop)* contributed. Mostly, within ECFA, the Director is the one who is continuously sharing information with staff. In addition, the CHI communication and information shared regarding calls for proposals, as part of the support from MFS-II (31) *(source: endline workshop);* has contributed to the increased information and resource mapping capacity.
d. Additionally, ECFA developed partnerships [32] during the Resource Mobilisation Training held in 2012 mentioned above (23). Uganda, Mozambique, Kenya and Malawi also participated in the training which enabled ECFA (Ethiopia) to learn the resource mobilization approaches and good practices of its peers. This training was funded through MFS-II funds and benefitted Uganda, Ethiopia, Malawi, Kenya and Mozambique. Ethiopia and Uganda are MFS-II partners so their expenses were covered through MFS-II Girl Power and Conn@ct.Now. The costs incurred by Kenya, Malawi and Mozambique were paid by the OAK Foundation grant.

4. Improved access to information on funding opportunities (5)

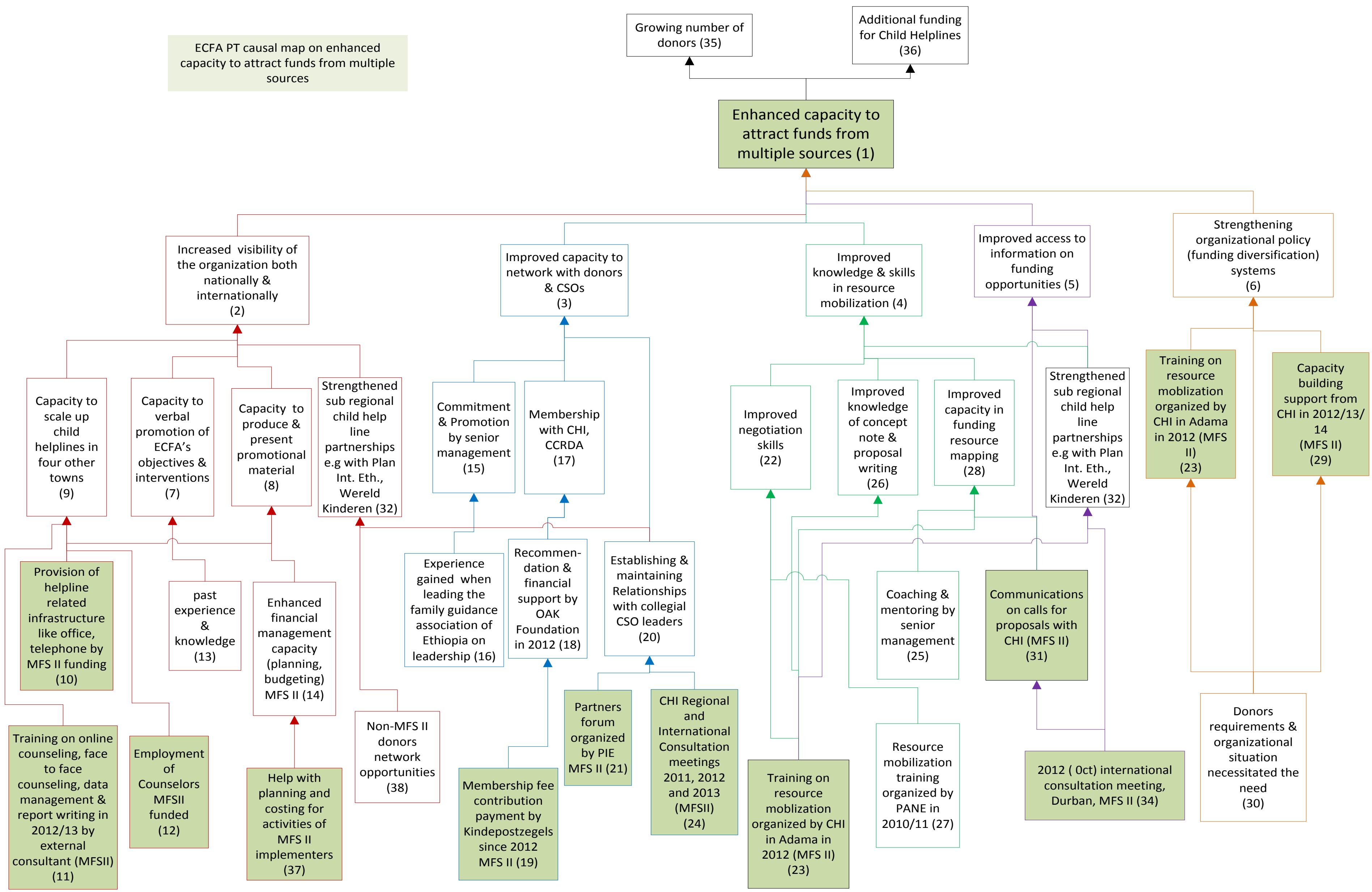
Another reason for the improved capacity to attract funds from multiple sources is improved access to information on funding opportunities [5] (S*ources: endline workshop; 2013 Africa PDRC Report – FINAL).* Mainly this was gained through the strengthening of partnerships (32), also supported by the International Consultative meeting in Durban, October 2012 (34)(S*ource: 2012_Ethiopia CRA Annual report Ethiopia 2012*

CHI) and communications on call for proposals received from CHI with the financial support from MFS-II [31].

5. Strengthened organizational policy systems (6)

The last reason for the improved capacity to attract funds from multiple sources is the strengthened organizational policy systems (6) (*Source: endline workshop),* as a result of the capacity building support received by ECFA from CHI through the MFS-II programme for the period 2012, 2013 and 2014 (29) (S*ource: endline workshop)* ECFA has created a positive attitude towards fundraising and established a policy to diversify funding sources and how to improve organizational branding and good governance. The Resource Mobilisation Training held in 2012 (23) and other capacity building support (29) helped in giving the skills needed to improve the organizational policy. The main pushing factors that necessitated this capacity building support were donor requirements and the organizational situation that necessitated improvement of the funding policy, focusing on diversifying the funding situation (30) *(sources: endline workshop; CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA)*.

In addition, the different annual consultation meetings (24, CHI) and partner forums (21, PIE), at which ECFA participated with MFS II funding, were helpful for the overall improvement in resource mobilization, but it was difficult to associate directly to which change it is linked. Rather it was related with the overall change.


ECFA PT causal map on enhanced capacity to attract funds from multiple sources
Growing number of donors (35)
Additional funding for Child Helplines (36)
Enhanced capacity to attract funds from multiple sources (1)
Increased visibility of the organization both nationally & internationally (2)
Improved capacity to network with donors & CSOs (3)
Improved knowledge & skills in resource mobilization (4)
Improved access to information on funding opportunities (5)
Strengthening organizational policy (funding diversification) systems (6)
Capacity to scale up child helplines in four other towns (9)
Capacity to verbal promotion of ECFA's objectives & interventions (7)
Capacity to produce & present promotional material (8)
Strengthened sub regional child help line partnerships e.g with Plan Int. Eth., Wereld Kinderen (32)
Commitment & Promotion by senior management (15)
Membership with CHI, CCRDA (17)
Improved negotiation skills (22)
Improved knowledge of concept note & proposal writing (26)
Improved capacity in funding resource mapping (28)
Strengthened sub regional child help line partnerships e.g with Plan Int. Eth., Wereld Kinderen (32)
Training on resource moblization organized by CHI in Adama in 2012 (MFS II) (23)
Capacity building support from CHI in 2012/13/14 (MFS II) (29)
Provision of helpline related infrastructure like office, telephone by MFS II funding (10)
past experience & knowledge (13)
Enhanced financial management capacity (planning, budgeting) MFS II (14)
Experience gained when leading the family guidance association of Ethiopia on leadership (16)
Recommen-dation & financial support by OAK Foundation in 2012 (18)
Establishing & maintaining Relationships with collegial CSO leaders (20)
Coaching & mentoring by senior management (25)
Communications on calls for proposals with CHI (MFS II) (31)
Training on online counseling, face to face counseling, data management & report writing in 2012/13 by external consultant (MFSII) (11)
Employment of Counselors MFSII funded (12)
Help with planning and costing for activities of MFS II implementers (37)
Non-MFS II donors network opportunities (38)
Membership fee contribution payment by Kindepostzegels since 2012 MFS II (19)
Partners forum organized by PIE MFS II (21)
CHI Regional and International Consultation meetings 2011, 2012 and 2013 (MFSII) (24)
Training on resource mobilization organized by CHI in Adama in 2012 (MFS II) (23)
Resource mobilization training organized by PANE in 2010/11 (27)
2012 (0ct) international consultation meeting, Durban, MFS II (34)
Donors requirements & organizational situation necessitated the need (30)

4.3.2 Improved capacity to respond to child protection issues

Below you will find a description of the 'improved capacity to respond to child protection issues' and how this has come about. Numbers in the narrative correspond with numbers in the process tracing causal map further below.

ECFA endline workshop participants consider ECFA to have improved their capacity to respond to child protection issues since the baseline in 2012 [1]. Staff mentioned that this is even a major change that is directly associated with the goal of ECFA to which all interventions are geared to *(source: endline workshop).*

The staffs believe that this change happened because of:

1. A more lean, accessible and effective structure (3)
2. Improved program leadership and implementation capacity at all levels (5)

Each of these key change areas are further explained below.

1. A more lean, accessible and effective structure (3)
One of the reasons for the improved capacity to respond to child protection issues is a more lean, accessible and effective structure (3). In other words, ECFA has a good program structure that links to the grassroots level especially when handling the case referrals (i.e. victims referred for help). Clients (i.e., children) can now receive services from the organization easily and reports are easily submitted to ECFA from the city council and the *Kebele* (community) level *(source: endline workshop)*.

This is due to improved physical infrastructure (2) *(source: endline workshop)*, and having more staff (16). Staff mentioned that the physical infrastructure has improved due to having more offices and more office equipment (4), which is due to the progressive increment of the annual budget (6) *(source: endline workshop)*. For example, the annual budget of ECFA before the baseline was 700,000 birr (about 28,000 Euro) but now it is about 4,000,000 (about 160,000 Euro). Since the organization has a better financial capacity this enabled ECFA to improve its infrastructure in terms of office space (i.e., five offices are under construction in five cities) and improvement in office facilities (4) *(source: endline workshop)*. This way, ECFA is in a position to provide better child protection related services (1).

In addition to an improved physical infrastructure, the structure has also become more lean, accessible and effective because of an increase in staff number at all levels (that is, from the head quarter to the city, kebele and community levels) (16) *(source: endline workshop)*. This was the result of having to cover an expanded project area which was supported by the increase in operational budget (6) *(source: endline workshop)*.

2. Improved program leadership and implementation capacity at all levels (5)
Apart from the above-mentioned reasons, improved capacity to respond to child protection issues (1), can also be attributed to improved programme leadership and programme implementation capacity at all levels (5) *(source: endline workshop)*.

The improved leadership and implementation capacity includes the capacity to run the child helplines (*sources: endline workshop; CFA assessment sheet B; 2011_Ethiopia Girl Power Annual Report 2011 CHI FINAL; 2011_Ethiopia Girl Power Annual Report 2011 CHI FINAL)*: ECFA staff believes that their capacity to run the child helpline (CHL) has improved. Staffs have a better capacity now to help child abuse victims and give the required advice and to facilitate permanent rehabilitation of the victims.

Staff present at the endline workshop indicated that the improvements in terms of leadership and implementation capacity (5) can be attributed to a variety of reasons. These are further described below:

- Increase in staff numbers at all levels (i.e., from the head quarter to the city, kebele and community level) (16) *(source: endline workshop)* to cover the expanded project area which was supported by the increase in operational budget (17) *(source: endline workshop)*. This was also explained above. It is evident that having more staff helps in the coordination and implementation of the programs.

- Improved knowledge in leadership and programme management of the director (7): One of the reasons for ECFA's improved leadership and programme implementation capacity (5) is the improved knowledge and experience of the Director (7) *(source: endline workshop)*, which is partly due to experiences he gained by visiting the programs of different countries (15) *(sources: endline workshop; CFA assessment sheet B; 2011_Africa RC Report 2011_Final (20111125); 2013 Ethiopia GP Country Projects Annual report ECFA for CHI).* The improved knowledge in terms of leadership and programme management of the Director(7), apart from his personal experiences, was also due to the Africa child helpline regional consultation meetings (MFS -II funded) in Addis Ababa in 2013, and in Nairobi in 2011 (9) *(sources: endline workshop; CFA assessment sheet B; 2011 Ethiopia Girl Power Annual Report 2011 CHI FINAL; 2011_Africa RC Report 2011 Final (20111125)),* and the conference on child abuse in Ghana, in March 2012 (10) *(sources: endline workshop; CFA assessment sheets A and B; Bi-annual progress report on the Girl Power programme January – June 2012).* The latter Conference was hosted by AMPCAN-Ghana (the CHI partner in Ghana). According to the CFA this conference helped to improve responses to children who contact the child helpline on matters related to sexual abuse *(source: CFA assessment sheet B)*. The Regional Consultation meetings (9) offered the opportunity to learn from other child helplines (15) and also to learn ways in which the Ethiopia child helpline in Adama can be expanded *(source: 2011 Ethiopia Girl Power Annual Report 2011 CHI FINAL)*. The international experiences included the CHI's Regional (9) and International Consultation meetings (27) *(sources: CFA assessment sheets A and B; CHI ic_report_2012 (Durban)*, where the Director could network and learn from the functioning and running of other Child helplines in general and more specifically from the poster session about the work of the various child helplines (28) and visiting the Child helpline in Nairobi (15) during the 2011 Africa Regional Consultation (RC) meeting (9), the 2012 visit to Childline KwaZulu-Natal (15) during the CHI International Consultation (IC) in Durban (27), and also the learning visit to Child line Zimbabwe in Sept 2013, (MFS-II funded) (15). According to the CFA, ECFA benefitted tremendously from their attendance to the Ghana Conference on Sexual abuse in 2012 (10), as well as to CHI's Regional (9) and International Consultations (27) because this provided an opportunity to network with other partners working in the area of child protection *(source: CFA assessment sheet A).* All of these international experiences are MFS-II funded activities by CHI.

- Staff knowledge about child protection related program design, implementation and follow up (8). This is cultivated by the Director and the newly hired experienced project manager through coaching and mentoring in child protection project design, implementation and follow (12) *(source: endline workshop)*.

- Knowledge and practices and challenges in implementation of projects (13): in addition, staff indicated that the knowledge on practices and challenges in implementation of projects (13) also has a role which shouldn't be overlooked *(source: endline workshop).*

- Improved capacity in counselling, referral and case management issues (18) *(source: endline workshop)*: the staff is now in a better position, in terms of knowledge and skills to offer counselling service to the cases that are referred to them by the city councils or other stakeholders. They believe they got this capacity through the training they received on counselling, referral and case management in 2012 and in 2013 by an external consultant financed by MFS-II (CHI) in Adama (19) *(Sources: endline workshop; 2012_Ethiopia Qualitative data report_(July – Dec 2012; 2013 Ethiopia*

GP Country Projects Annual report ECFA for CHI_2013). In this training, five child helpline (CHL) counsellors, three CHL assistants and other eight individuals from the head office participated. The training was offered with the objective of increasing the awareness of the target communities about the importance of ECFA's CHL for reporting and receiving services for child abuse cases.

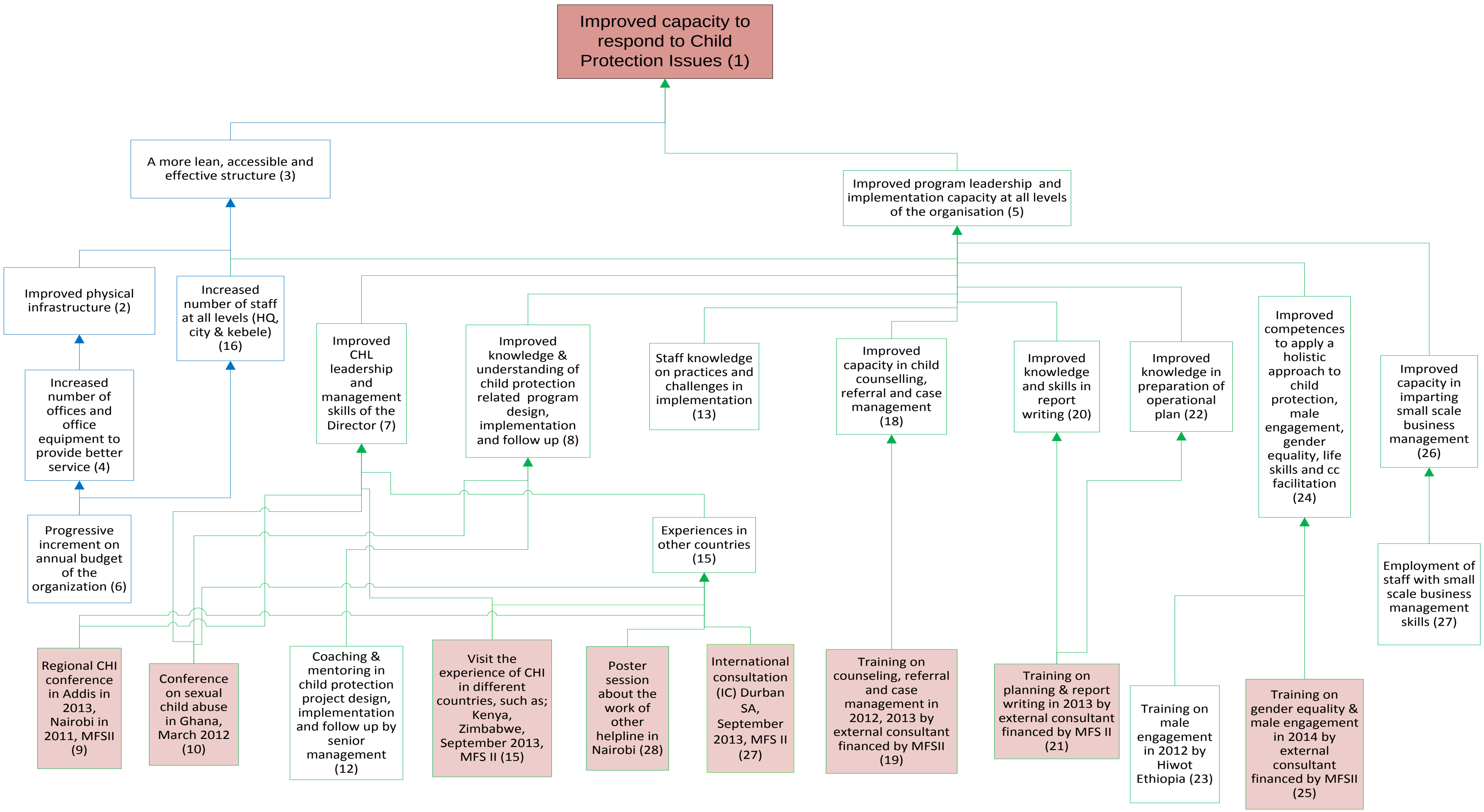
- Improved knowledge and skills in report writing (20) *(sources: endline workshop* Staff at the endline workshop state that they are now capable of preparing reliable plans and reports on time, which are mostly approved by stakeholders with minor comments. Though they had some knowledge on this before the baseline in 2012, they believe that the training that was given on planning and report writing in 2013 by an external consultant with financial support from MFS-II (21) *(sources: endline workshop)* helped in improving the quality of planning and reporting. This included collecting the required data for the reports.

- Improved knowledge in preparation of operational plans (monthly, quarterly, bi-annual and annual) (22) *(source: endline workshop)* This is again relates to the above, mainly, to the planning component and the skill development that is also as a result of the training on report writing given in 2013 by an external CHI consultant with financial support from MFS-II (21).

- Improved staff capacity in knowledge on child protection, male engagement, gender equality, community conversation (CC) facilitation and life skills (24) *(Sources: endline workshop; CFA assessment sheet B; progress report 2013)*. This is holistic knowledge that was acquired by staff of ECFA, although they already had some knowledge on these issues. However, because of the training they received on male engagement in 2012 by Hiwot Ethiopia (Box: 23) *(source: endline workshop* and the training on gender equality and male engagement in 2014 that was delivered by an external consultant with financial support of MFS-II (25) *(Source: endline workshop)*, they stated that their knowledge has improved and that this was reflected on their implementation of CHI activities.

- Improved capacity in imparting small scale business management (26) *(Source: endline workshop)*. This is a capacity, which is not directly related to the implementation of CHLs. However, since it is believed that one cause which is forcing children to be exploited for labour (i.e., child labour) is poverty within the family. Therefore, if the income of the parents raising the child is improved, there is high chance that children will get the opportunity to concentrate on their education with less probability of being exploited for labour. With this understanding, ECFA decided to build its capacity in imparting small scale business management (26) and this was done by employing a staff with knowledge of small scale business management skills (27) *(Source: endline workshop)*. The budget for this activity was from ECFA's pooled funding, to which MFS-II has also contributed.

ECFA- Child Protection issues causal map (final) - draft



4.3.3 Improved capacity to implement M&E & provide quality M&E information

Below you will find a description of the 'improved capacity to implement M&E and provide quality M&E information' and how this has come about. Numbers in the narrative correspond with numbers in the process tracing causal map further below.

Both ECFA endline workshop participants as well as the Dutch CFA (CHI) Programme Officers consider ECFA staff to have improved their capacity to implement M&E & provide quality M&E information (1) *(sources: endline workshop; CFA assessment sheets A and B),* although staff present at the endline workshop do not consider the change as significant as the other two outcome areas (improved fundraising capacity and improved capacity to respond to child protection issues).

In terms of change what they consider as observable are: first, staff who used to work as the program officer is now transferred to the M&E unit to handle only M&E related tasks. Second; before the baseline, survey data used to be collected using case register formats in hard copy but now it is automated using an electronic data base management system. This has made information sharing to all interventions easier.

According to the staff key factors contributing to these changes can be detailed as follows:

1. Creation of an M&E unit and the assignment of a dedicated M&E officer (2)
2. Improved knowledge and skills in identifying and collecting data for all intervention areas (3)
3. The use of a digital system for data management (4)

These key factors are further explained below.

1. Creation of an M&E unit and assignment of a dedicated M&E officer (2)

The first reason for the improved M&E capacity of ECFA is having an M&E unit with a dedicated M&E officer handling M&E issues (2) *(sources: endline workshop; CFA assessment sheets A and B)*. This person was earlier working in ECFA as Program Officer and therefore he is knowledgeable about the organization, and this is considered an advantage. The creation of the unit was the result of a capacity assessment carried out by Plan International (MFS-II funding) during a country wide baseline survey in 2011 (5) *(sources: endline workshop; Annex A GP Monitoring Protocol (revised 2013)*. The assessment identified the lack of a separate M&E unit as a gap and recommended its formation. The recommendation of the survey matched the need of ECFA to have an M&E unit (6) *(source: endline workshop; MFSII 5C baseline report)* and thus this unit was established.

2. Improved knowledge and skills in identifying and collecting data for all interventions (3)

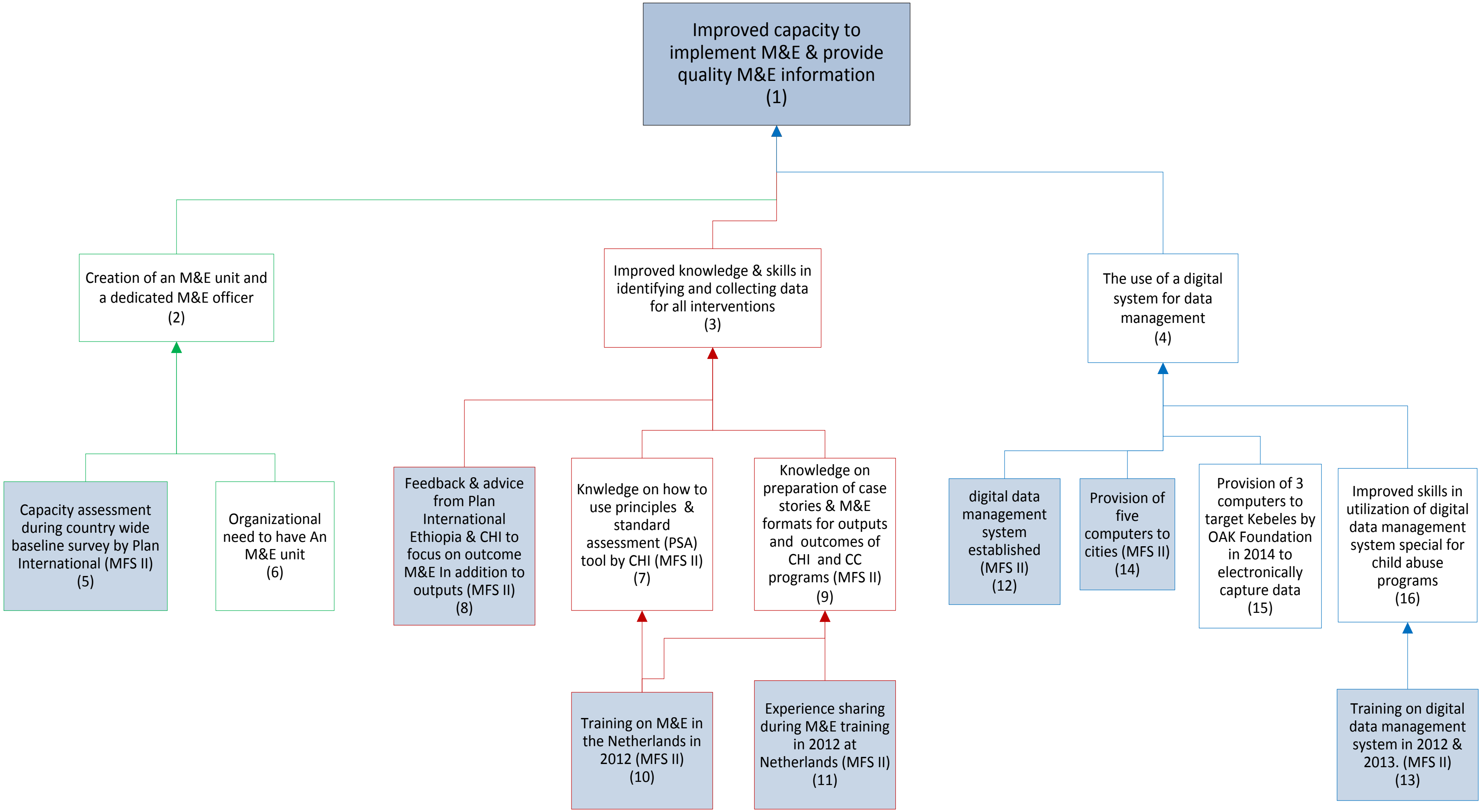
The second reason for the improved M&E capacity of ECFA is the improved knowledge and skills in identifying and collecting data for all interventions (3) *(Source: endline workshop; CFA assessment sheet A and B; REPORT Girl Power ME workshop CHI; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI)).* Previously data was collected for a limited number of issues or indicators and from limited sources. Now it has become possible to identify and collect data about all aspects of children and interventions to change their conditions. In addition, data on outcomes has started to be collected. Earlier it was mostly output related data that was collected. This happened because Plan international and CHI advised and gave feedback to ECFA to focus on outcomes in addition to outputs (8) *(Source: endline workshop; proposal -PIE 2012; REPORT Girl Power ME workshop CHI; Annex A GP Monitoring Protocol (revised 2013))*. In addition, also the knowledge on preparation of case stories and M&E formats for CHI and CC (Community Conversation) programs (9) *(Sources: endline workshop; CFA assessment sheet A and B)* helped ECFA to improve their knowledge and skills in identifying and collecting data about all interventions (3). This knowledge was built by the M&E training that one staff of ECFA received in 2012 in the Netherlands. The training was organised by CHI as part of the MFS-II Girl Power Programme capacity building interventions (10) *(Source: endline workshop; CFA assessment sheet A and B; REPORT Girl Power ME workshop CHI; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI).* The experience sharing among the various child helplines during the same training contributed to the increased knowledge by ECFA staff (11) *(Sources:*

endline workshop; CFA assessment sheet A and B). The training focused on organizational and programmatic capacity building (i.e., 5Cs) and the use of the annually collected Principles and Standards Assessment (PSA) tool designed for CHI's members (7) *(Sources: CFA assessment sheet B; 2011_Africa RC Report 2011_Final (20111125); REPORT Girl Power ME workshop CHI; Ethiopia PSA Tool; Ethiopia Membership Agreement)*. The training equipped ECFA with tools on how to measure outputs and outcomes of child helplines in the Girl Power Programme (9); and also on how to operationalize the M&E budget, incorporating clear time planning of the M&E cycles with a definition of roles and responsibilities. The participation of other CHI MFS-II partners also contributed to increased learning for ECFA, as a result of the sharing of knowledge, ideas and best practices (11).

3. The use of a digital system for data management (4)

Another reason for the improved M&E capacity of ECFA is the use of a digital system for data management (4) *(sources: endline workshop; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI 2013 Africa PDRC Report – FINAL).* Data collection, analysis and sharing of child abuse programs are now automated. Therefore, it is now possible to digitally collect and share data. With financial support from Plan International Ethiopia, ECFA developed a database for the Child Helpline (12) *(sources: endline workshop; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI 2013 Africa PDRC Report - FINAL),* and installed five new computers in the five call centres in Adama region (14) *(sources: endline workshop; 2012_Ethiopia CRA Annual report Ethiopia 2012 CHI)*. This was complemented by three computers provided by OAK Foundation in 2014 to facilitate the digital data collection (15) *(source: endline workshop)*. These being the physical infrastructure part of the capacity building, the knowledge and skills in the use of the digital data management system specially for child abuse programs were improved (16) *(sources: endline workshop)* with a training on data management in Adama delivered in 2012 and 2013 with the support of MFS-II funding (13) *(sources: endline workshop)*. In this training (13) the way of properly using the electronic data base during data recording, analysis and reporting were clarified by the consultant who developed the data base (*source: 2012_Ethiopia Qualitative data report)*. All these efforts and interventions, improved the capacity to utilize digital data management for child abuse programs. The organization plans to use this capacity to create a resource center which can be used by graduate students while doing their thesis.

ECFA PT
causal map on outcome area of M&E



5 Discussion and conclusion

5.1 Methodological issues

In preparation for this MFS-II endline evaluation, the Ethiopian 5C assessment team contacted, through telephone, ECFA's general manager located in the organizations HQs in Adama city to explain the process and the objective of the 5C endline assessment. In addition, the team also sent through the "support to capacity development sheet" to be filled by ECFA staff.

Thereafter, two field visits were made by the assessment team to the study area. During the first visit, the self-assessment workshop was conducted with a total of 13 participants and ECFA staffs were asked to fill the self-assessment form in their respective five subgroups, namely, management (1), program (1), M&E (1); HRM and administration (2) and field staff (2). Thus, seven ECFA staff members participated in the endline workshop, and five of these staff were also present during the baseline. Since HRM and administration were unable to fill the form on their own, the assessment team combined the self-assessment with a face-to-face interview. This was followed by a brainstorming session to develop a general casual map that explained the key organisational capacity changes that had happened in ECFA since the baseline in 2012. During the same visit, an interview was conducted with one representative from each subgroup to triangulate the information collected through the self-assessment and to better understand the organisational capacity changes in ECFA since the 2012 baseline. This was done after the 5C assessment team reviewed the completed self-assessment forms.

The second visit was carried out in order to conduct the process-tracing workshop. In the process tracing workshop, the result of the self-assessment workshop were presented to the workshop participant, and three organisational capacity change areas were identified based on the review of the various documents received from the SPO and CFA. First, the participants were asked if they were in agreement with the assessment team's findings in relation to the key organisational capacity changes, since those changes would be the focus of the process tracing workshop. These were organisation capacity changes within the capability to act and commit, and the capability to adapt and self-renewal and could possibly be linked to MFS-II capacity development interventions.

The process tracing exercise helped to get the information for the description of changes in organisational capacity, and the attribution of changes in capacity of ECFA to specific factors and (MFS-II and non-MFS-II funded) the capacity development interventions. The pathways for change were developed with workshop participants before showing them the pathways prepared by the Wageningen 5C assessment team.

After reviewing the pathway with the workshop group, the Ethiopian assessment team asked the participants to verify the differences between theirs and what was prepared by the Wageningen assessment team. The final pathway included the information that was verified by the SPO.

The plan of the evaluation team to conduct two interviews with ECFA partners partially materialized because it was only possible to have one interview. Another interview was not possible because of the availability of the partner due to partner's busy schedule.

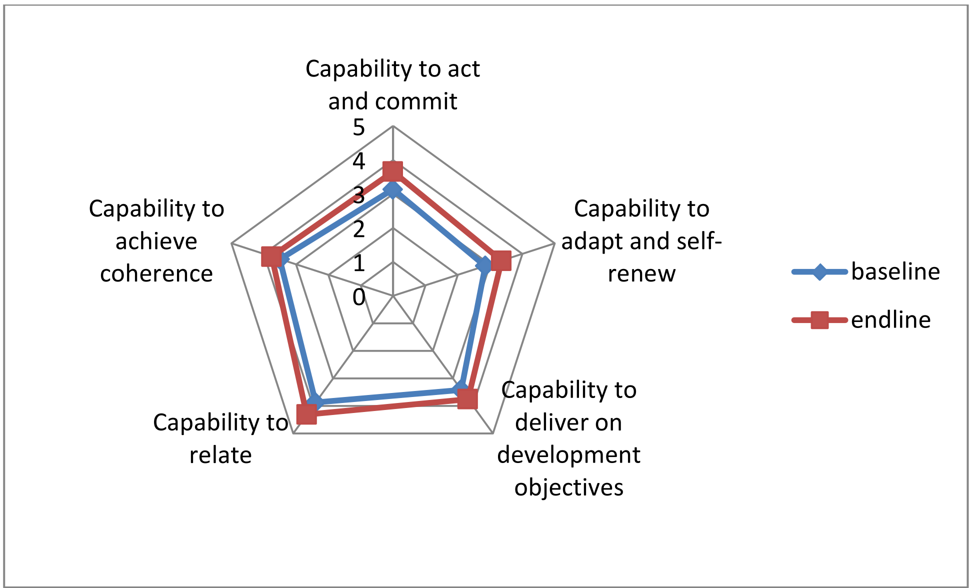
By and large, there has been a lot of information available to be able to do adequate data analysis.

5.2 Changes in organisational capacity development

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

1. *What are the changes in partner organisations' capacity during the 2012-2014 period?*

4. *What factors explain the findings drawn from the questions above?*



Below the changes in each of the five core capabilities are further explained, by referring to the specific indicators that changed. In all of the above capabilities, there were noticeable improvements.

Over the last two years, many improvements took place in the indicators under the capability to act and commit. Leadership has delegated tasks of monitoring and implementation to appropriate staff so that the Director can focus more on programs and working on assuring proper leadership. Staff can now attend board meetings to let their voice be heard. There is now a division between administrative and program issues in the organisational structure, which allows the Director to focus on providing organisational directions to his staff. The revised organisational structure also provides more clarity for staff on their roles and responsibilities. ECFA has improved its strategies to retain staff and the hiring of new staff has lightened the work burden for existing staff. Salaries have increased and there is still a lot of freedom at work for staff. New staff members are qualified and existing staff has had the opportunity to attend trainings on resource mobilisation and M&E. In the CHI consultative meetings, which are considered as trainings, the Executive Director usually attends. The organisation improved very slightly on articulating its strategies, due to improved M&E on which these strategies are based. Daily operations are now slightly more in line with strategic plans because there are review meetings to adapt plans and stakeholders are invited to the annual planning meetings. ECFA has been receiving funding from five (5) different funders but the amount has drastically increased between 2011 and 2015. Although there are no written funding procedures, the organisation recently allocated budget to support fundraising and showcasing its work.

In the capability to adapt and self-renew, ECFA also improved in many indicators. The organisation improved its M&E application because they now have a dedicated M&E person and are having regular review and planning meetings for projects and organisational activities with stakeholders and staff. Currently, in monitoring and supervision, different tools are used and M&E formats have been developed. There is now an M&E officer, and this person is skilled and can coach the other ECFA staff. ECFA is making more use of the CHI Principles and Standards Assessment to assess the quality of its work and they use biannual review meetings to plan for the next six (6) months. The frequency of critical reflection meetings went up, as the meetings are now held on a weekly basis and are in the hands of the program department instead of the Director. As there are more meetings, there are more opportunities for staff to share their ideas and there is a more free flow of ideas between different departments. ECFA has become more responsive to especially the Bureau of Women's and Children Affairs Office, which is one of their major stakeholders.

In terms of the capability to deliver on development objectives, ECFA shows some improvement in almost all indicators. There are new guidelines in place to minimise operational costs and in this way become more cost-effective. ECFA has been delivering outputs in a more timely fashion because of restructuring of the program department and recruitment of new staff. The organisation has better organised its way of getting feedback from beneficiaries through having a social worker in each Kebele. These social workers are hired to engage with beneficiaries in ECFA's project areas. Through the organisational restructuring, new qualified staff has been hired that has been better able to balance efficiency and quality.

In the capability to relate, ECFA has improved as well. The organisation has improved its network with beneficiaries and stakeholders and these continue to be engaged in ECFA's project planning. ECFA has formed strong local networks with the community, the Bureau of Women's and Children Affairs, regional finance offices and the social affairs office. Having a social worker in all the kebeles that ECFA works, has helped ECFA to connect more with their target groups. In terms of relations within the organisation, there are new weekly Monday morning meetings which have been good for the working relations among staff and have stimulated mutual sharing.

Finally, ECFA has improved in one of the indicators under the capability to achieve coherence. Since the baseline a number of operational guidelines and manuals have been developed, e.g. financial guidelines, admin and HR manual.

During the endline workshop, some key organisational capacity changes were brought up by ECFA's staff, namely: improved capacity for partnerships and networking with a large number of stakeholders; improved resource mobilization capacity; improved capacity to reach a larger number of beneficiaries; improved capacity to implement livelihood improvement activities; and improved leadership and management capacity. ECFA staff experienced these as the most important capacity changes within the organisation since the 2012 baseline. The assessment team considered it important to also note down the SPO's story as this would also provide more information about reasons for change, which were difficult to examine from the individual indicators. Also for some issues, there may not have been relevant indicators available in the list of core indicators provided by the evaluation team.

According to ECFA staff that were present at the endline workshop, the improvement in the capacity for partnerships and networking with a large number of stakeholders was due: to lobbying and improved communication skills within the organisation, and renewing its memberships with different networks and associations such as CCRDA and CHI. ECFA improved its lobbying and communication skills as a result of opportunities created by CHI in linking the organisation with its networks and partners and because of the previous experience of ECFA that also created opportunities. This latter happened mainly because of the training organised on lobby and advocacy in Ethiopia by PANE in 2010.

The resource mobilisation capacity of ECFA improved because of the identification of the need and the recommendations to diversify and increase ECFA's financial resources; and improved capacity in preparing convincing proposals. The identification of the need was done by a consultant who did an assessment of the situation of Gender Based Violence in 2012 (funded by MFS-II). ECFA improved its proposal writing capacity because of a training on resource mobilisation by CHI in December 2012 (funded by MFS-II); a training on project cycle management by COPION in 2013; hiring qualified staff (partially funded by MFS-II); and improved capacity to identify the needs of the community. This capacity change is further detailed in the detailed causal map, generated through process tracing, on improved resource mobilisation capacity.

ECFA improved its capacity to reach a larger number of beneficiaries because of its enhanced capacity in preparing convincing proposals (as explained above) and its improved community mobilisation capacity. This last capacity improved because of ECFA's intensified capacity to design people engagement strategies, which in turn was triggered by the recommendations of a multi-sectorial project evaluation conducted in 2010.[13]

The organisation furthermore improved its capacity to implement livelihood improvement activities because of the attention of ECFA to deploy livelihood interventions geared towards income generation activities (IGAs). ECFA focussed on this because of a demand of communities and government to work on IGAs.

Finally, the organisation felt it improved its leadership and management capacity because of its enhanced follow-up and supervision, past experience of the leadership and donor feedback and financial support. Manuals on organisational and operational management, and donor feedback helped in improved follow-up and supervision.

All in all, there is some mention of MFS-II funded capacity development interventions which helped in enhancing the capacity to write convincing proposals, which is related to improved resource mobilisation capacity and improved capacity to reach a large number of beneficiaries. External factors have played a role in these organisational capacity changes as experienced by ECFA, i.e. trainings funded by other organisations; evaluation recommendations (2010); and inputs from government, communities and other funders. To a lesser extent, internal factors played a role, such as organisational and operational manuals. During process tracing, these and more MFS-II funded interventions have clearly come up and we therefore refer to Section 5.3, where the role of MFS-II funded capacity development interventions in organisational capacity changes of ECFA will be further explained.

5.3 Attributing changes in organisational capacity development to MFS II

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

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

To address the question of attribution, it was agreed that for all the countries in the 5C study, the focus would be on the capability to act and commit and the capability to adapt and self-renew, with a focus on MFS-II supported organisational capacity development interventions that were possibly related to these capabilities. 'Process tracing' was used to get more detailed information about the changes in these capabilities that were possibly related to the specific MFS-II capacity development interventions. The organisational capacity changes that the assessment team focused on are:

- improved fundraising capacity
- improved capacity to respond to child protection issues
- improved capacity to implement M&E and provide quality M&E information

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

[13] End-evaluation of the project "Multi-sectoral responses against child sexual abuse in Adama city", 2007-2009 (funded by OAK foundation).

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

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

Please note that whilst (d) addresses the evaluation question related to attribution (evaluation question 2), the other three issues (a, b and c) have been added by the synthesis team[14] as additional reporting requirements. This was done when fieldwork for the endline process had already started, and therefore inadequate information is available on this. But again, it wasn't the purpose of this 5C evaluation.

Improved fundraising capacity
The following MFS II capacity development interventions supported by ECFA were linked to the key organisational capacity change "improved fundraising capacity":

1. Training on online counseling, face to face counseling, data management & report writing in 2012/13 by external consultant (11)
2. Partners forum organized by Plan International Ethiopia (PIE) (21)
3. CHI Regional (RC) and International Consultation (IC) meetings in 2011 (Nairobi), 2012 (Durban) and 2013 (Addis) (24)
4. Training on resource mobilization organized by CHI in Adama in 2012 (23)
5. CHI International Consultation (IC) meeting, Durban, Oct. 2012 (34)
6. Help with planning and costing for activities of MFS II implementers (37)

The above mentioned MFS II funded capacity development interventions are included in the causal maps and narratives, since, during process tracing, a link was established between these MFS II supported capacity development interventions and the organisational capacity change area "improved fundraising capacity", and they came up during document review, endline workshop, interviews and self-assessments.

1. *Training on online counseling, face to face counseling, data management & report writing in 2012/13 by external consultant (11)*
This capacity development intervention was mentioned during the endline workshop in relation to fundraising capacity, because according to participating ECFA staff, this had contributed to scaling up child helplines to four other towns, thus contributing to increased visibility of the organization which helped to increase the capacity for fundraising. Visibility in the region, as well as resource mobilization, was considered very important in the Theory of Change (ToC) developed during the MFSII 5C baseline survey, which indicates that this intervention was very relevant. However, no further details are known. These might have been a series of interventions, together contributing to scale up child helplines, e.g. training on "counselling, referral and case management" in 2012 and 2013, and "training on planning and reporting" in 2013, both mentioned and discussed under "improved capacity to respond to child protection issues". The 5 C evaluation team has not been able to clarify this issue. Because no further details are known, this cannot be further analysed here.

[14] The synthesis team is the team that is overseeing the process and "synthesizes" all the MFS II evaluations for the MDG, 5 C as well as the Civil Society evaluations carried out in all countries subject to this MFS II evaluation.

2. *Partners' forum organized by Plan International Ethiopia (PIE) (21)*

Design

This intervention was not mentioned as planned for during the baseline survey, although Plan International support with the Girl Power Programme was mentioned in general during the baseline. Probably the "annual reflection meetings" organized by Plan International Netherlands and Plan International Ethiopia in which ECFA participated are referred to here. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. During the endline the objectives given to organise these meetings were "to review progress and identify gaps in the implementation of the Ethiopia Girl Power Programme, and jointly with all Child Rights Alliance partners - Dutch Country Steering Committee (CSC) and also those in the Ethiopia CSC - to seek ways to address the challenges within the Ethiopia Girl Power Program" (immediate objective), and "as a result of the interventions under the Girl Power Programme (increased knowledge and policy actions), increased protection of girls in Ethiopia" (longer term expectation).

This capacity development intervention was mentioned during the endline workshop in relation to fundraising capacity, because, according to participating ECFA staff, this had contributed to establish and sustain its collegial relationships with leaders of other CSOs, which helped to network with donors. Resource mobilization and membership of networks were mentioned as important in the Theory of Change (ToC) developed during the MFSII 5C baseline survey, so this intervention was relevant to the organisation.

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

Implementation

These reflection meetings are organised annually. The executive director of ECFA participates. Topics dealt with include: review of progress in the implementation of the Ethiopia Girl Power Programme; identify gaps in implementation; jointly, find solutions to fill in the implementation gaps; agree on the way forward to improve implementation, address the gaps and the challenges. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, and are explained in the detailed causal map. Not having objectives that were defined as SMART objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that participation in these meetings resulted in establishing and sustaining collegial relationships with leaders of other CSOs, which improved the capacity to network with donors. However, this was not an explicit objective of this intervention. To what extent the objectives of the intervention have been reached cannot be assessed not having objectives formulate in a SMART way

4. *Training on resource mobilization organized by CHI in Adama in 2012 (23)*

Design

This intervention was planned during the baseline. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. During the baseline the objective given for this training was to put ECFA in a better position to solicit funds for the expansion and improvement of the ECFA child helpline service. The longer term expectation was to generate additional funding for the child helpline.

To develop a resource mobilization strategy was mentioned as important in the Theory of Change (ToC) developed during the MFSII 5C baseline survey, so this was relevant to the organisation.

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

Implementation
The training was conducted in Adama, Ethiopia, in January 2012. The executive director, program manager and a program officer participated. Also staff members from organisations managing child helplines in Uganda, Mozambique, and Malawi participated. Topics dealt with include: Understanding Resource Mobilisation; Current Trends and realities on the fundraising scene; Governance, Transparency and Accountability; Different Techniques of Resource Mobilisation; and Developing and Implementing an Effective RM Strategy. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives
The focus of this evaluation has been the role of the MFS II funded capacity development interventions in the key organisational capacity changes that were identified, and are explained in the detailed causal map. Not having objectives that were defined as SMART objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that the training resulted in improved capacity in negotiation skills, improved knowledge of concept note & proposal writing; improved capacity in funding resource mapping; and strengthened sub regional child help line partnerships. These have led to improved knowledge & skills in resource mobilization, and improved access to information on funding opportunities. Furthermore, ECFA has managed to find additional funding. Therefore, it can be concluded that immediate as well as long term objectives have been achieved, even though these subjects were not formulated in a SMART way.

3. *CHI Regional (RC) and International Consultation (IC) meetings in 2011 (Nairobi), 2012 (Durban) and 2013 (Addis) (24)*
5. *CHI International Consultation (IC) meeting, Durban, Oct. 2012 (34)*
Design
This capacity development intervention was planned for during the baseline according to the CFA, although this was not mentioned in the baseline report. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. During the endline process, it was indicated by the CFA that the immediate objective of these interventions is to keep the network running and vibrant, exchange and increase knowledge on the role of child helplines in child protection, share ideas and best practices, and make contact with other actors working in this field. The long term objective was formulated as "more co-operation between ECFA and agencies in the region, this may be in the form of the exchange of technical expertise or funding opportunities."

These consultation meetings were not mentioned as such in the Theory of Change (ToC) developed during the MFSII 5C baseline survey. However, strong and expanding networks are mentioned as important in the ToC, therefore this intervention can be considered as relevant.

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

Implementation
Once every two years (uneven years) a CHI Regional Consultation (RC, African CHI countries) meeting is organised (in 2011 in Nairobi and in 2013 in Addis Ababa), and once every other two years (even years) an International Consultation (IC, worldwide CHI countries) meeting is organised. Usually ECFA's director participates at these meetings. In 2013, when the RC was held in Addis Ababa, 3 staff participated, including the director. The reason for mentioning the Durban meeting separately is that discussing funding models and fundraising for new helplines was a special subject at this meeting. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives
Though not the focus of this evaluation, we can provide an indication of the extent to which the objectives as formulated during the baseline and endline, have been achieved. However, not having SMART objectives makes it difficult to assess this. Based on the "improved fundraising capacity" process tracing causal map it can be said that this meeting has led to establishing & maintaining relationships with colleague CSO leaders, which was important for an improved capacity to network with donors and other CSOs. The CFA confirms that ECFA now collaborates with more partners in Ethiopia and elsewhere.

The Durban workshop resulted also in capacity in funding resource mapping. In relation to the fundraising capacity it can be said that the immediate and long term objectives of establishing and maintaining networks, have been reached.

6. *Help with planning and costing for activities of MFS II implementers (37)*
This capacity development intervention was mentioned during the endline workshop in relation to fundraising capacity, because according to participating ECFA staff, this had enhanced their financial management capacity (planning and budgeting) which enabled them to produce and present promotional materials, such as leaflets, flyers, etc. and the Oromia radio program. This increased their visibility, including to potential donors. Because the only information available comes from the endline workshop and no further details are known, this cannot be further analysed here.

Attribution of observed results to MFS II capacity development interventions
The improved fundraising capacity is due to:

1. Increased visibility of the organization both nationally and internationally (2)
2. Improved capacity to network with donors & CSOs (3)
3. Improved knowledge and skills in resource mobilization (4)
4. Improved access to information sharing on funding opportunities (5)
5. Strengthened organizational (funding diversification) policy systems (6)

(Please see also 4.3.1)

The first two changes can partly, and the last three can to a large extent be attributed to MFS II supported capacity development interventions. This is further explained below.

1. The increased visibility of the organization both nationally and internationally can be attributed to:
    a. the capacity to scale up Child Helpline activities in 4 other towns which can be fully attributed to MFS II supported capacity development interventions, i.e. the training on online counselling, face to face counselling, data management, and report writing in 2012 and 2013, child helpline related infrastructure, such as telephones and the employment of counsellors, all MFSII funded.
    b. the improved capacity to communicate ECFA's objectives and interventions verbally, which can only be attributed to experience gained in the past.
    c. the enhanced capacity to produce and present promotional materials, which can be fully attributed to MFS II supported capacity development interventions, i.e. the new infrastructure provided and the enhanced financial management capacity (planning and budgeting) of ECFA. These improved due to the interaction with MFS II implementers who helped to plan activities and cost them accordingly.
    d. In addition, increased visibility of the organisation can also be attributed to the strengthened sub-regional child helpline partnerships e.g. with CHI/Plan Int., Wereld Kinderen, Oak foundation and COPION Int. (32). This is partly due to MFS II supported capacity development interventions, i.e. all the network opportunities that were provided like the PIE forum and the regional and international consultation meetings.

2. The improved capacity to network with donors & CSOs, can partly be attributed to the network opportunities provided with MFS II funding, such as financial support for membership of networks Partner forum, and the regional and international consultation meetings. On the other hand, this can be attributed to the commitment & promotion by senior management, because of the experience he gained in playing a leadership role in the family guidance Association of Ethiopia.

3. The improved knowledge & skills in resource mobilization can , to a large extent be attributed to MFS II supported capacity development interventions, notably the resource mobilisation training by CHI. This helped to improve competencies in terms of negotiation skills, proposal development and funding resource mapping. The improved negotiation skills can also be attributed to a resource mobilisation training by PANE in 2010/11, whilst the funding resource mapping has been further strengthened through coaching and mentoring by senior management.

4. Improved access to information on funding opportunities can be attributed to the strengthening of the sub regional helpline partnerships, which resulted from the international consultation meeting in Durban (MFS II) in 2012, the resource mobilisation training (MFS II) in Adama in 2012, but also from communications on funding proposals with CHI (MFS II). Therefore this change can be almost entirely attributed to MFS II supported capacity development interventions.

5. The strengthened organizational (funding diversification) policy systems can to a large extent be attributed to MFS II supported capacity development interventions: in the first place the capacity building support received by ECFA from CHI through the MFS-II programme for the period 2012, 2013 and 2014, has created a positive attitude to fundraising and led to establishing a policy to diversify funding sources and improve organizational branding and good governance. Secondly, the Resource Mobilisation Training held in 2012 helped in giving the skills required to improve the organizational policy. The main reasons that necessitated this capacity building support for the improvement of the funding policy were Donor requirements and the organisational need to diversify funding.

On the whole it can be said that ECFA's improved fundraising capacity can to a large extent be attributed to a range of MFS II supported capacity development interventions, including: training on counselling, data management and reporting; training on resource mobilisation; PIE partners forum; regional and international consultation meetings; support from the CHI in funding proposals (through email communication); helpline infrastructure, employment of councillors, and general capacity development support of the CFA like helping with planning and costing of activities and for fundraising policies. All of this has helped the organisation expand to 4 other towns and thereby become more attractive to donors. Other factors to which these changes can be attributed include: experience gained in the past and in other activities; resource mobilisation training by PANE; and coaching and mentoring by senior staff and management. The underlying reasons for change included donor requirements and the need to diversify funding, which triggered the organisation to develop a policy on diversifying its funds.

Improved capacity to respond to child protection issues

The following MFS II capacity development interventions supported by ECFA were linked to the key organisational capacity change "improved capacity to respond to child protection issues":

1. Regional CHI consultation (RC) conferences in Addis in 2013 & Nairobi in 2011 (9)
2. Second International Conference on Child Sexual Abuse in Ghana, March 2012 (10)
3. Visit the experience of CHI in different countries, such as; Kenya, Zimbabwe, September 2013 (15)
4. International consultation (IC) conference Durban SA, September 2013, (27)
5. Training on counselling, referral and case management in 2012, 2013 by external consultant (19)
6. Training on planning & report writing in 2013 by external consultant (21)
7. Training on gender equality & male engagement in 2014 by external consultant (25)

The above mentioned MFS II funded capacity development interventions are included in the causal maps and narratives, since, during process tracing, a link was established between these MFS II supported capacity development interventions and the organisational capacity change area "improved capacity to respond to child protection issues", and they came up during document review, endline workshop, interviews and self-assessments.

1. *Regional CHI consultation (RC) conferences in Addis in 2013 & Nairobi in 2011 (9)*
4. *International consultation (IC) conference Durban SA, September 2013, MFS II (27)*
These interventions are reviewed under "improved fundraising capacity". Based on the "improved capacity to respond to child protection issues" process tracing causal map it can be said that these meetings have resulted in improved knowledge about leadership and management of child helplines (CHL) of the Director because of being able to network and learn from the functioning and running of other Child helplines in general and more specifically from the poster session about the work of the various child helplines in Nairobi, and visiting the Child helpline in Nairobi in 2011, and the Child helpline KwaZulu in 2012.

2. *Second International Conference on Child Sexual Abuse in Ghana, March 2012 (10)*

Design

This intervention was not mentioned as planned for during the baseline survey. Details about the specific design are not known, but that wasn't the focus of this evaluation. Immediate and long term objectives were given during the endline survey: the immediate objective was to enhance ECFA's knowledge on Child Sexual Abuse. Additionally, it was seen as an opportunity for ECFA to learn about issues affecting children and young people not only in Ethiopia but in the entire African continent. The long term objective was improved knowledge to respond to children who contact the child helpline on matters related to sexual abuse.

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

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

Implementation

This workshop took place in March 2012 and was attended by the executive director. Subjects discussed were: building organizational capacity to manage child sexual abuse in Africa; the role of legislation and policy on child sexual abuse in Africa; strategies on child sexual abuse prevention; child sexual abuse in institutions of care and learning in Africa; good practices in research and practice on child sexual abuse. As far as the evaluation team knows, this intervention was implemented as designed, but details about the specific design and not known to the evaluation.

Reaching objectives

Though not the focus of this evaluation, we can provide an indication of the extent to which the objectives as formulated during the baseline and endline, have been achieved. However, not having SMART objectives makes it difficult to assess this. Based on the process tracing causal map it can be said that participation in the workshop resulted in an improved knowledge & understanding of child protection related program design, implementation and follow up and improved child helpline leadership, programme management and implementation skills of the Director.

3. *Visit the experience of CHL in different countries, such as Kenya, SA, and Zimbabwe, September 2013 (15)*

Design

The visits to the Child Helplines (CHL) in Kenya and South Africa took place during the CHI regional and international meetings. The study tour to Harare, Zimbabwe was a separate intervention that was not mentioned during the baseline survey. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. The reason for this study tour was that the outreach programme and Free-post service offered by Childline Zimbabwe was seen as very important for ECFA's new strategic direction 2015/2016. The long term objectives were an improved management of the ECFA Child Helplines and a better collaboration with government.

This kind of knowledge or study tours were not mentioned as important in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, but this ToC was very much geared towards managerial and support service topics, not to subject related topics.

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

Implementation

The study tour took place in September 2013. The ECFA director participated plus two staff from Plan Int. Ethiopia (PIE). Also people from Liberia and Zambia, other Girl Power countries, participated). CHI paid the costs for all participants. The learning visit to Childline Zimbabwe covered a total of five (5) days during which meetings and sessions were held with Childline Zimbabwe staff and volunteers; visits were made at drop-in centers around Harare; meetings were held with different actors and partners of Childline Zimbabwe including the Department of Social Services; Telecommunications Authority, the Zimbabwean Police, specifically the Headquarters of the Victims Friendly Police Unit, Childline Zimbabwe Board of Trustees, UNICEF, and PLAN International, among others. Key itinerary manuals on Childline Zimbabwe were provided. Manuals from the Police and UNICEF were also given to ECFA, centered on child protection and operations standards. Other knowledge generated was on fundraising mechanisms including localized fundraising strategies through outsourcing of some expenditure items (e.g. internet subscription) to other willing organizations; volunteers management and motivation; how the Childline Zimbabwe has maintained good working relationship with Zimbabwean government; and working within the legal framework set by the Zimbabwean government and not acting as an advocacy organization. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives
Though not the focus of this evaluation, we can provide an indication of the extent to which the objectives as formulated during the baseline and endline, have been achieved. However, not having SMART objectives makes it difficult to assess this. Based on the process tracing causal map it can be said that the learning visit resulted in improved knowledge about CHL leadership and management of the Director. According to the CFA the immediate result was increased knowledge on the operation of a child helpline, especially on how to collaborate with government. ECFA sees government now more as a partner then as a threat. In that respect the long term objective seems to some extent achieved. For the rest it is too soon to draw any conclusions.

5. *Training on counselling, referral and case management in 2012 and 2013 by external consultant (19)*
Design
This intervention was not mentioned as planned for during the baseline survey. However, it was mentioned during the endline workshop in relation to having improved competences to provide SRHR services, because according to participating ECFA staff, this had contributed to in a better position, in terms of knowledge and skills to give offer counselling service to the cases that are referred to them by the city councils or other stakeholders. Details about the specific design are not known, but that wasn't the focus of this evaluation. In the 2013 Ethiopia GP Country Projects Annual report of ECFA for CHI, the objective of this training is stated as "to increase knowledge within the target communities about the CHL being a tool for child protection".

This kind of training was not mentioned in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, but having been mentioned twice in the endline workshop, in the "improved capacity to respond to child protection issues" as well as in the "improved fundraising capacity" causal map gives an indication of its relevance.

Implementation
A first round 5-days training was in 2012 and the second round, also 5 days, in March 2014. Subjects of the training were on online counselling, case referral, child abuse, gender based violence and life skills related issues with critical case examples given for child help line counsellors and their assistants. This training was also given to increase the awareness of target communities about the importance of ECFA's CHL for reporting and receiving services for child abuse cases. Also ways of properly using the electronic data base during data recording, analysis and reporting were clarified by the consultant who developed the data base. ECFA has hired a consultant and developed a training manual which focused on child counselling and other related issues. In this training, five Child Help Line (CHL) counsellors, three CHL assistants and eight other individuals from the head office participated. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives
Not having SMART objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that the training participants are now in a better position, in terms of knowledge and skills, to give counselling services to the cases that are referred to them by the city councils or stakeholders. To what extent the objective of "increased knowledge within the target communities about the child helpline being a tool for child protection" has been achieved cannot be assessed.

6. *Training on planning & report writing in 2013 by external consultant (21)*

Design

This training was not mentioned as planned during the baseline. However, it was mentioned during the endline workshop, because according to participating ECFA staff, this training had improved the quality of planning and reporting, included collecting the required data for the reports. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Also, no specific immediate or long term objectives are known.

This kind of training was not particularly mentioned as relevant in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, but it was mentioned during the process tracing session of "improved capacity to respond to child protection issues".

Implementation

The evaluation team has no additional information about this training except that it took place in 2013, but it is unknown who participated at this training. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Not having objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that as a result of the training staff are now capable of preparing reliable plans and reports on time, which are mostly approved by stakeholders with minor comments. In that sense this training was relevant in relation to child protection because being trusted by the community was seen as very important by ECFA during the MFSII 5C baseline survey. This improved image of reliability, basis for trust, contributed to an improved implementation capacity including responding to child protection issues by means of the child helpline.

7. *Training on gender equality & male engagement in 2014 by external consultant (25)*

Design

This training was not mentioned as planned during the baseline. However, it was mentioned during the endline workshop, because according to participating ECFA staff, this training had improved their knowledge on these issues and therefore their implementation capacity on these issues. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. Also, no specific immediate or long term objectives are known to the evaluation team.

This kind of training was not mentioned as relevant in the Theory of Change (ToC) developed during the MFS II 5C baseline survey, but it was mentioned during the process tracing session of "improved capacity to respond to child protection issues".

Implementation

The evaluation team has no additional information about this training except that it took place in 2014, but it is unknown who participated at this training. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives

Not having objectives makes it difficult to assess this issue. However, based on the process tracing causal map it can be said that the training resulted in improved ability to apply a holistic approach on male engagement, gender equality, life skills and community conversation facilitation, which contributed to an improved implementation capacity including responding to child protection issues.

Attribution of observed results to MFS II capacity development interventions

The improved capacity to respond to child protection issues was due to:

1. A more lean, accessible and effective structure (3)
2. Improved program leadership and implementation capacity at all levels (5)

(see 4.3.1)

1. The more lean, accessible and effective structure can entirely be attributed to internal, organizational processes, since these were due to having more offices and office equipment and having more staff, and this was made possible all due to a progressive increment in the annual budget.

2. The improved program leadership and implementation capacity at all levels can to a large extent be attributed to MFS II supported capacity development interventions. It can be attributed to:

- Improved child helpline leadership and management skills of the Director, which to a large extent can be attributed to MFS II supported capacity development interventions, many of them in other countries: i.e., the director participated in the CHI regional and international consultation meetings, the conference on sexual child abuse in Ghana, and the learning visits to other child helpline s in Zimbabwe, SA and Kenya.
- Improved staff knowledge & understanding of child protection related program design, implementation and follow up, which can partly (indirectly) be attributed to the sharing by the Director of what he has learnt from his participation in the MFS II supported conference on sexual child abuse in Ghana (2012), but it can also be attributed to the coaching & mentoring in child protection project design, implementation and follow up by senior management of ECFA.
- Staff knowledge on practices and challenges in implementation, which was mentioned by staff at the endline workshop but not linked to particular capacity development interventions.
- Improved capacity in child counselling, referral and case management, which was entirely attributed to MFS II supported training in the subject.
- Improved knowledge and skills in report writing, and improved knowledge in preparation of operational plans, which were both attributed to MFS II supported training in these subjects.
- Improved competencies to apply a holistic approach to child protection, male engagement, gender equality, life skills and community conversation facilitation, which can be partly attributed to an MFS II supported training in the subject in 2014, and partly to another training on male engagement in 2012 by Hiwot Ethiopia.
- Improved capacity in imparting small scale business management, can be attributed to the employment of staff with small scale business management skills (non-MFS II). The relation with child protection issues is, that ECFA believes that if the income of the parents raising the child is improved, there is high chance that children will get the chance to concentrate on their education with less probability of being abused for labour.

On the whole it can be said that the improved capacity to respond to child protection issues of ECFA can to a large extent be attributed to MFS II supported capacity development interventions: training, and international and regional consultation meetings, the conference on sexual child abuse in Ghana and through learning visits to the Helplines of other African countries. The only other reasons for change included coaching, mentoring and follow up by senior staff, employing staff with small scale business management skills, and the training on male engagement by Hiwot Ethiopia.

Improved capacity to implement M&E and provide quality M&E information

The following MFS II capacity development interventions supported by ECFA were linked to the key organisational capacity change "improved capacity to implement M&E and provide quality M&E information":

1. Capacity assessment during country wide baseline survey by Plan International (5)
2. Feedback & advice from Plan International Ethiopia & CHI to focus on outcome M&E In addition to outputs (8)
3. Training on M&E in the Netherlands in 2012 (10) (+Experience sharing during M&E training in 2012 (11))
4. Training on digital data management system in 2012 & 2013 (13)
5.

The above mentioned MFS II funded capacity development interventions are included in the causal maps and narratives, since, during process tracing, a link was established between these MFS II supported capacity development interventions and the organisational capacity change area 'improved capacity to implement M&E and provide quality M&E information', and they came up during document review, endline workshop, interviews and self-assessments.

1. *Capacity assessment during country wide baseline survey by Plan International in 2011 (5)*
In general terms capacity development support of Plan International to ECFA was mentioned during the baseline survey, without details, so the above mentioned survey was not mentioned, probably also because it was already implemented in 2011. The survey was carried out by Plan International (with MFS II funding) during a country wide baseline survey in 2011. It was mentioned by ECFA staff during the endline survey because it was important for identifying the need for a separate M&E unit, or rather re-enforcing the already felt need for a separate M&E unit. Because no other information is available about this intervention it will not be further discussed in detail. Furthermore, it is not clear whether this capacity assessment was intended as a capacity development intervention since it wasn't mentioned like that during the baseline.

2. *Feedback & advice from Plan International Ethiopia & CHI to focus on outcome M&E In addition to outputs (8)*
In the 2012 MFS II 5C baseline, report regular support (visits) on various capacity issues by the CFA is mentioned, but without specifications. However, it was mentioned by ECFA staff during the endline survey because to them, it was important for being able to identify and collect M&E data at outcome level: now data on outcomes has started to be collected. Earlier it was mostly output related data that were collected. This happened because Plan international and CHI advised and gave feedback to ECFA to focus on outcomes in addition to outputs. This improved the knowledge & skills of staff for identifying and collecting M&E data. Because no other information is available about this intervention it will not be further discussed in detail.

3. *Training on M&E in the Netherlands in 2012 (10), including the experience sharing during the M&E training (11)*
Design
Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. During the baseline it was mentioned that more M&E training might be needed but this particular training was not mentioned. So no objectives were given during the baseline. During the endline, the CFA mentioned that the immediate objective was to improve ECFA's capacity in Monitoring and Evaluation and that the long term expectation was that ECFA would incorporate the M&E knowledge that was acquired from the workshop into the day-to-day operations of the child helpline and ultimately would improve the quality of the services they provide.

Not M&E competencies for or training but the need for a strong M&E system was specifically mentioned as relevant in the Theory of Change (ToC) developed during the MFS II 5C baseline survey. However, the wish for this training was expressed during the CHI International Consultation meeting held in Durban, October 2012. CHI provided this training for child helpline organisations under the (MFS II) Girl Power programme.

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

Implementation
This CHI MFS-II Monitoring and Evaluation (M&E) workshop was held in December 2012 in Amsterdam. Two programme managers of ECFA participated, along with staff from CHI organisations from Bangladesh Nepal, Ghana, Liberia, Zambia, Bolivia and Nicaragua. The training focused on organizational and programmatic capacity building (5Cs) and on the Principles and Standards Assessment tool designed for CHI's members. The trainer equipped ECFA with tools on how to measure output and outcomes of child helplines in the Girl Power Programme; and also on how to operationalize the M&E budget, incorporating clear time planning of the M&E cycles with a definition of roles. The participation of other CHI MFS-II partners also increased the learning of ECFA, as a result of the sharing of knowledge, ideas and best practices. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

Reaching objectives
Though not the focus of this evaluation, we can provide an indication of the extent to which the objectives as formulated during the baseline and endline, have been achieved. However, not having SMART objectives makes it difficult to assess this. Based on the process tracing causal map and according to ECFA staff it can be said that the M&E training and the sharing of knowledge, ideas and best practices have resulted in knowledge on how to use the principles & standard assessment (PSA) tool of CHI, and on the preparation of case stories and M&E formats for outputs and outcomes of CHI and Community Conversation programs. In that sense the short term objective seems to have been reached but it is difficult to assess to what extent the long term objective has been reached.

4. *Training in digital data management system in 2012 and 2013 (13)*
Design
This intervention was planned during the baseline. Details about the specific design cannot be provided, since this wasn't the focus of the evaluation. The objective of this training given in the baseline report was to make ECFA better placed to document all calls/contacts received from children and young people and to make ECFA able to follow-up on cases in the best way possible[15].

Training in digital data management was not mentioned as relevant at the capacity building ToC of the baseline workshop, but during the endline workshop it came up as important in combination with the data management infrastructure and thereby makes the topic relevant to the SPO.

The expected effects were not formulated in a SMART way (specific, measurable, achievable, relevant and time-bound), but the evaluation team did not ask the CFA for SMART objectives specifically, since this wasn't the purpose of this evaluation.

Implementation
With financial support from Plan International Ethiopia, ECFA developed a database for the Child Helpline, and installed five new computers in the five call centres in Adama region. The knowledge and skills in the use of the digital data management system especially for child abuse programs were improved with training on data management in Adama, delivered in 2012 and 2013 with the support of MFS II funding. In this training the way of properly using the electronic data base, i.e. data recording, analysis and reporting were clarified by the consultant who developed the data base. This training was given during the 5 days training on counselling, referral and case management mentioned earlier. As far as the evaluation team knows, it was implemented as designed, however, details about the specific design cannot be provided, since this wasn't the focus of the evaluation.

[15] CHI did not make a distinction between immediate and long term objectives at the baseline.

Reaching objectives

Though not the focus of this evaluation, we can provide an indication of the extent to which the objectives as formulated during the baseline and endline, have been achieved. However, not having SMART objectives makes it difficult to assess this. According to ECFA staff at the endline workshop, everything together, i.e. infrastructure and training, improved the capacity to utilize digital data management for child abuse programs. Data collection, analysis and sharing of child abuse programs are now automated. Therefore, it is now possible to digitally collect and share data. The organization even plans to use this capacity to create a resource center which can be used by graduate students while doing their thesis. It seems that the objective of placing ECFA in a better position to document all calls/contacts received from children and young people has been reached. It is not possible to assess to what extent it enables ECFA to make better follow-ups on cases.

Attribution of observed results to MFS II capacity development interventions

The “improved capacity to implement M&E and provide quality M&E information” was due to:

1. The creation of an M&E unit and the assignment of a dedicated M&E officer (2)
2. Improved knowledge and skills in identifying and collecting data for all intervention areas (3)
3. The use of a digital system for data management (4)

The first change factor can be partly, the second (almost) entirely and the last to a large extent be contributed to MFS II supported capacity development interventions. This is further explained below.

1. The creation of an M&E unit and the assignment of a dedicated M&E officer can partly be attributed to the outcome and recommendation of an MFS II funded baseline study of Plan International that recommended the creation of a separate M&E unit. For the other part this can be attributed to the already felt need for creating such a unit.

2. The improved knowledge and skills in identifying and collecting data for all intervention areas can to a large extent be attributed to MFS II supported capacity development interventions: the training on M&E in the Netherlands in 2012; the experience sharing with other CHI supported organizations from all over the world during this training; and the feedback & advice from Plan International Ethiopia & CHI to focus on outcome M&E in addition to outputs. Other related factors were not mentioned.

3. The use of a digital system for data management can to a large extent be attributed to MFS II supported capacity development interventions: a digital data management system for the child helpline was developed, computers were provided and training on the use of this data management system were given with MFS II support. OAK Foundation also provided three computers.

On the whole it can be said that the improved M&E capacity at ECFA can to a large extent be attributed to MFS II supported capacity development interventions, through M&E related training, a (5C) baseline assessment by Plan International, feedback and advice from Plan International and CHI, and the provision of infrastructure and training for a digitalised data management system. The only non-MFS II related reasons for this improved M&E capacity since the baseline in 2012, were an internally felt need to have a monitoring and evaluation unit, and the provision of three computers by Oak Foundation.

References and Resources

Overall evaluation methodology

Bamberger, Michael. August 2012. *Introduction to mixed methods in impact evaluation. Impact evaluation notes,* number 3.

Barrett, Jennifer, Paula Bilinsky, Caroline Desalos, Annemarie Groot Kormelinck, Dorothea Hillhorst, Erik Kamphuis, Dieuwke Klaver. Cecile Kusters (CDI team leader 5C study), May 2012. *Evaluation methodology MFS II Country Evaluations. Capacity of Southern Partner Organisations (5C) Component.* Evaluation methodology for DRC, Ethiopia, India, Indonesia, Liberia and Uganda.

Beach, Derek and Rasmus Brun Pederson. 2013. *Process tracing methods. Foundations and guidelines.* The University of Michigan Press.

Bennett, Andrew. 2005. *The Guns That Didn't Smoke: Ideas and the Soviet Non-Use of Force in 1989. Journal of Cold War Studies* 7 (2): 89-109.

Bennett, Andrew. 2008a. *Process tracing: a Bayesian perspective*. In *The Oxford Handbook of Political Methodology,* ed. Janet M. Box-Steffensmeier, Henry E.Brady, and David Collier, 702-21. Oxford: Oxford University Press.

Bennett, Andrew. 2008b. *The Mother of All "Isms": Organising Political Science around Causal Mechanisms*. In *Revitalising Causality: Realism about Causality in Philosophy in Social Science,* ed. Ruth Groff, 205-19. London: Routledge. P. 52.

Checkle, Geoffrey T. 2008. *Tracing Causal Mechanisms. International Studies Review* 8 (2): 362-70.

Delahais, Thomas and Jacques Toulemonde. 2012. *Applying contribution analysis: Lessons from five years of practice. Evaluation* July 2012 vol. 18 no. 3 281-293

George, Alexander L., and Andrew Bennett. 2005 . *Case Studies and Theory Development in the Social Sciences. Cambridge:* MIT Press. P. 206-207.

Glennan, Steward S. 1996. *Rethinking Mechanistic Explanation. Philosophy of Science* 69: 342-53.

Kusters, Cecile S.L, with Nicky Buizer, Caroline Desalos, Dieuwke Klaver, Anja Wolsky , Bekti Andari, Sam Gotomo, Bibhu Prasad Mohapatra, Sonam Sethi, Elias Zerfu. 2012. *Operational guidelines endline (draft). MFS II country evaluations. Capacity of Southern Partner Organisations (5C) component*. Centre for Development Innovation, Wageningen University and Research centre.

Lemire, Sebastian T., Steffen Bohni Nielsen and Line Dybdal. 2012. *Making contribution analysis work: A practical framework for handling influencing factors and alternative explanations. Evaluation*18(3) 294–309. Sage Journals.

Mayne, John. 2012. *Contribution analysis: Coming of age? Evaluation* July 2012 vol. 18 no. 3 270-280**.**

Rogers, Patricia. March 2012. *Introduction to impact evaluation, Impact evaluation notes*, number 1.

Stern, Elliott (Team Leader), Nicoletta Stame, John Mayne, Kim Forss, Rick Davies, Barbara Befani. April 2012.' *Broadening the range of designs and methods for impact evaluation. Report of a study commissioned by the Department for International Development.* DFID, Working Paper 32.

Woolcock, Michael. 9 October 2012. *But How Generalizable is That? A Framework for Assessing the Internal and External Validity of 'Complex' Development Interventions'.* World Bank and Harvard University. Presentation at DFID, East Kilbride, 9 October 2012.

Woolcock, Michael. 2009. *Toward a plurality of methods in project evaluation: a contextualised approach to understanding impact trajectories and efficacy, Journal of Development Effectiveness*, 1:1, 1-14.

List of documents available:

Annex B Sampling plan Ethiopia.docx
Annex C Evaluation plan Ethiopia.xlsx
Annex D Tables report Ethiopia.docx
Annex E Manual for MTR.doc
Annex F Data collection tools.doc
Annex G 5C reports - EM.doc
Annex H District panel reports.docx
CD4-Abstract AMPCAN Ghana March 2012.pdf
CD6-CHI Resource Mobilisation Training Report JANUARY 23RD TO 25TH 2012 ADAMA-ETHIOPIA.pdf
Combined Planning and Evaluation Form Capacity Development.docx
Copy of BL-MTR-TARGET-5C-Ethiopia.xlsx
Ethiopia PSA Tool.doc
Ethiopia_Membership Agreement.pdf
Leen Decadt - New Technologies - PPT RC Addis 2013.pdf
Planning Template Organisational Development Activities.doc
REPORT Girl Power ME workshop CHI-CD3.pdf
Report Outreach Workshop Sri Lanka 2012_FINAL-CD2.pdf
Report_Second International Conference on Child Sexual Abuse in Accra, Ghana in March 2012..pdf
Report_Zimbabwe study visit_ECFA and PLAN Ethiopia.pdf
2011_Africa RC Report 2011_Final (20111125)-CD1.pdf
2011_Ethiopia Girl Power Annual Report 2011 CHI FINAL.doc
2012_Ethiopia CRA Annual report Ethiopia 2012 CHI.doc
2012_Ethiopia Qualitative data report_(July – Dec 2012).doc
2013 Africa PDRC Report - FINAL-CD8.pdf
2013 CRA 6M template 21062013 CHI_SRI LANKA learning visit-CD2.docx
2013 Ethiopia GP Country Projects Annual report_ECFA for CHI_2013.doc
2013 Ethiopia Qualitative Data Report_July to December 2013.doc
2013_GP Country Projects Annual report_ECFA for CHI.doc
20111125_Africa RC Report 2011_Final.pdf
20131106_MTR GP Ethiopia DRAFT country report.docx
Annex A GP Monitoring Protocol (revised 2013).pdf

PIE MFS 2013 financial report.xlsx
progress report 2013.docx
proposal -PIE 2012.docx
Total cases registered in 2013 chl Adama.docx
Cases reported in 2012 to chl.doc
ECFA_7-1-7 GP ECFA Project Annual Report (2011) Feb 11 2012.doc
PIE MFS 2012 financial report.xlsx

Fieldwork data:

A_5c endline_assessment sheet_CRA_Ethiopia_ECFA_CHI_completed_with interview.docx
B_5C endline_support to cap dev_CFA perspective_Ethiopia_ECFA_CHI_completed_with interview.docx
G_5c endline self-assessment sheet_programme staff_Ethiopia_ECFA_completed.docx
H_5c endline self-assessment sheet_MandE staff_Ethiopia_ECFA_completed.docx
I_5c endline self-assessment sheet_admin HRM staff_Ethiopia_ECFA_completed.docx
J_5c endline self-assessment sheet_field staff_Ethiopia_ECFA_completed.docx
L_5c interview guide -subgroup_management_selected indicators_EFCA_NVIVO.docx
M_5c endline interview guide_subgroup_program staff_ECFA-completed-NVIVO.docx

N. 5c endline interview guide – subgroup – monitoring and evaluation staff – selected indicators - ECFA-NVIVO.docx
P_5c endline interview guide_subgroup_field staff_selected indicators_ECFA_NVIVO.docx
Q_5c endline observation sheet_Ethiopia_ECFA_completed.docx
R_5c endline_observable indicators at SPO_Ethiopia_ECFA_completed.docx
C. 5C endline - support to capacity development sheet - perspective SPO - ECFA.doc
D_5c endline interview guide_partners_selected indicators_ECFA.doc
D_5c endline interview guide_partners_selected indicators_ECFA_NVIVO.doc
F_5c endline self-assessment sheet_management_Ethiopia_ECFA_completed.docx
S_5c endline_overview_trainings_SPO_staff_Ethiopia_ECFA (PT).docx
T_5c endline_questionnaire_training_management_perspective_Ethiopia_ECFA_namemanager (PT).docx
U_5c endline_questionnaire_training_participant_perspective_Ethiopia_ECFA_nameparticipant (PT).docx
V_5C endline_Ethiopia_capacity development interventions planned by CHI during baseline (ECFA).docx
W_5C endline_Ethiopia_capacity development interventions implemented by CFA since 2011_ECFA (PT).docx
Planning Template Organisational Development Activities.doc

List of Respondents

MFS II Alliance/CFA officers:

No.	Name	Function
1	Alice Kubo	Programme Manager for Africa CHI
2	Helen Mason	Head of Operation CHI
3	Ann-Murray Brown	Monitoring and Evaluation Officer CHI
4	Helen Evertsz	Coordinator CRA Girl Power Programme PLAN

ECFA staff:

No.	Name	Function in the organisation
1	Yisrak Kebede	Executive director
2	Yilfashewa Taddesse	Secretary and cashier
3	Tigist Mesfin	Admin and finance officer
4	Teshome Maru	M&E Officer
5	Tamirat Abebe	Child helpline counsellor, Adama
6	Mekebeb H/Micale	Child helpline counsellor, Metehara
7	Eyob Kasse	Program Manager

Others:

Dita Tuke, Program Manager of FSCE, Partner of ECFA.

Appendix 1 Methodological approach & reflection

1. Introduction

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

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

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

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

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

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

2. Changes in partner organisation's capacity – evaluation question 1

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

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

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

The description of indicators for the baseline in 2012 served as the basis for comparison during the endline in 2014. In practice this meant that largely the same categories of respondents (preferably the same respondents as during the baseline) were requested to review the descriptions per indicator and indicate whether and how the endline situation (2014) is different from the described situation in 2012.[16] 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.

[16] 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:*
   - o -2 = Considerable deterioration
   - o -1 = A slight deterioration
   - o 0 = No change occurred, the situation is the same as in 2012
   - o +1 = Slight improvement
   - o +2 = Considerable improvement
2. *Please describe what exactly has changed since the baseline in 2012*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

General causal map

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

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

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

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

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

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

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

An endline workshop with the SPO was intended to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Background information on process tracing

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

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

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

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

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

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

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

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

Selection of SPOs for 5C process tracing

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

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

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

ETHIOPIA

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

Table 1
The extent to which the Dutch NGO explicitly targets the following capabilities – Ethiopia

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

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

Source: country baseline report, Ethiopia.

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

Table 2

SPOs selected for process tracing – Ethiopia

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

INDIA

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

Table 3

The extent to which the Dutch NGO explicitly targets the following capabilities – India[17]

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

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

Source: country baseline report, India.

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

Table 4

SPOs selected for process tracing – India

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

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

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

INDONESIA

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

Table 5

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

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

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

Source: country baseline report, Indonesia.

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

Table 6
SPOs selected for process tracing – Indonesia

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

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

LIBERIA

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

Table 7

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

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

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

Source: country baseline report, Liberia.

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

Table 8

SPOs selected for process tracing – Liberia

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

Key steps in process tracing for the 5C study

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

Key steps in process tracing for the 5C study

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

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

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

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

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

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

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

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

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

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

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

The CFA was asked to describe all the MFS II supported capacity development interventions of the SPO that took place during the period 2011 up to now. The CDI team reviewed this information, not only the interventions but also the observed changes as well as the expected long-term changes, and then linked these interventions to relevant outcomes in one of the capabilities (capability to act and commit; and capability to adapt and self-renew).

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

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

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

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

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

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

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

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

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

Note: the outcome areas were to be formulated as intermediates changes. For example: an improved monitoring and evaluation system, or enhanced knowledge and skills to educate the target group on climate change. Key outcome areas were also verified - based on document review as well as discussions with the SPO during the endline.

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

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

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

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

A model of change of good quality includes:

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

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

The construction of the model of change started with the identified key organisational capacity change/ outcome, followed by an inventory of all possible subcomponents that possibly have caused the change/ outcome in the MFS II period (2011-up to now, or since the baseline). The figure below presents an imaginary example of a model of change. The different colours indicate the different types of support to capacity development of the SPO by different actors, thereby indicating different pathways of change, leading to the key changes/ outcomes in terms of capacity development (which in this case indicates the ability to adapt and self-renew).

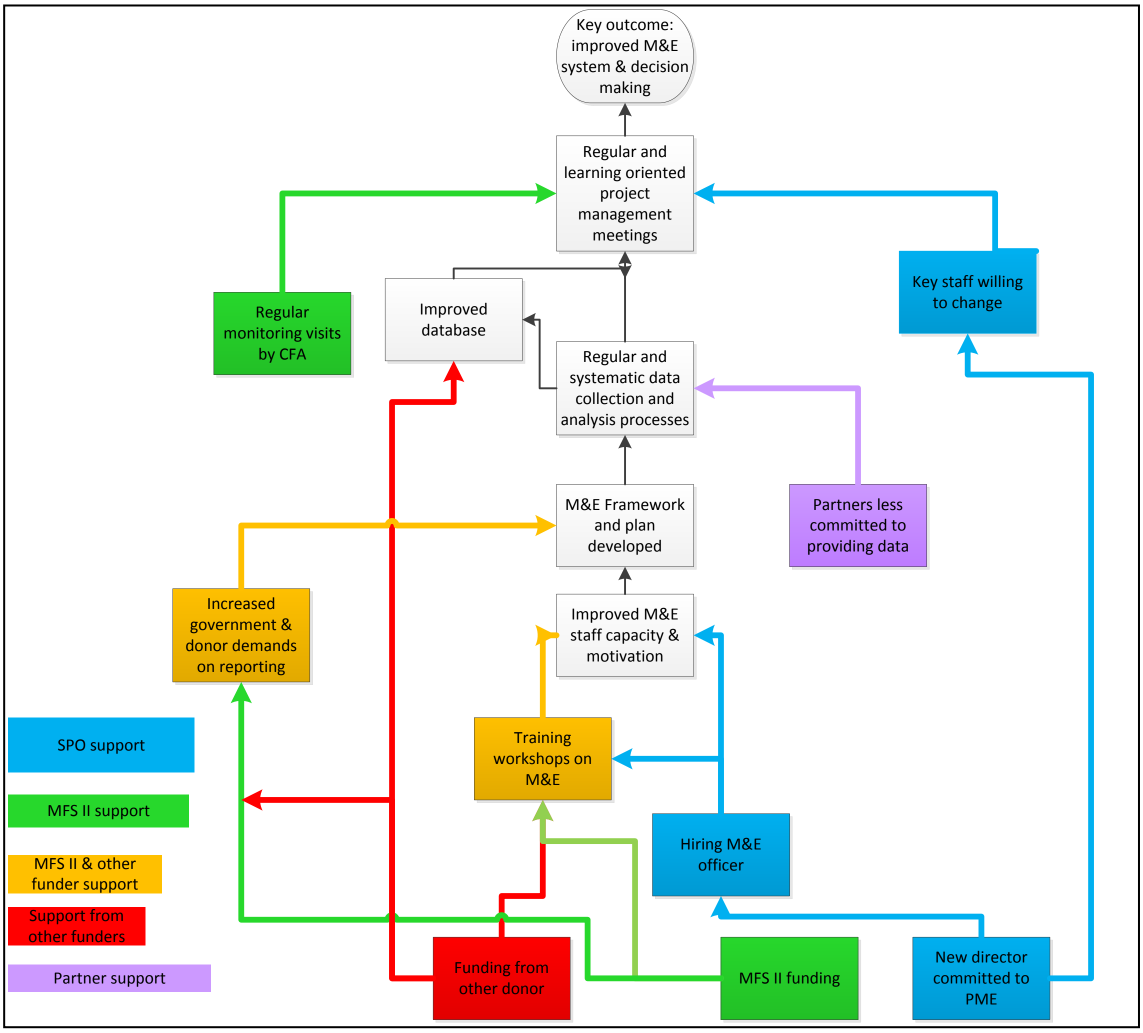


Figure 1 *An imaginary example of a model of change*

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

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

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

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

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

Types of evidence to be used in process tracing

Pattern evidence relates to predictions of statistical patterns in the evidence. For example, in testing a mechanism of racial discrimination in a case dealing with employment, statistical patterns of employment would be relevant for testing this part of the mechanism.

Sequence evidence deals with the temporal and spatial chronology of events predicted by a hypothesised causal mechanism. For example, a test of the hypothesis could involve expectations of the timing of events where we might predict that if the hypothesis is valid, we should see that the event B took place after event A took place. However, if we found that event B took place before event A took place, the test would suggest that our confidence in the validity of this part of the mechanism should be reduced (disconfirmation/ falsification).

Trace evidence is evidence whose mere existence provides proof that a part of a hypothesised mechanism exists. For example, the existence of the minutes of a meeting, if authentic ones, provide strong proof that the meeting took place.

Account evidence deals with the content of empirical material, such as meeting minutes that detail what was discussed or an oral account of what took place in the meeting.

Source: Beach and Pedersen, 2013

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

Table 9

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

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

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

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

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

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

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

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

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

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

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

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

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

4. Explaining factors – evaluation question 4

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

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

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

5. Methodological reflection

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

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

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

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

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

A few remarks need to be made:

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

result of different factors, actors and interventions. Organisations change because people change and therefore understanding when and how these individuals change behaviour is crucial. Also attrition and change in key organisational positions can contribute considerably to the outcome.

Utilisation of the evaluation

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

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

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

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

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

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

Appendix 2 Background information on the five core capabilities framework

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

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

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

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

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

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

Competencies are the energies, skills and abilities of individuals.

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

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

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

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

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

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

Capability to act and commit

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

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

During the 2012 baseline, program leadership, implementation and monitoring was handled by one person. Now different tasks are given to different individuals with clear job descriptions. ECFA has assigned appropriate staff in the finance section and it has resulted in the organization having a program and finance division. Hence, the organization performs better because problems are easily and timely addressed. In addition, it enables the director to focus on programs and works in assuring proper leadership. He is also engaged in different kinds of partnership and networking and was nominated and served in CHI's Principles, Standards and Practices (PSP) Taskforce for two years (i.e., 2012-2014), and stepped down, voluntarily, in 2014 to offer other CHI members the opportunity to learn.. Unlike the baseline situation, board members and other stakeholders meetings are held together with the staffs, which enables the voices of the staffs to be heard.

Score: from 3.5 to 4.5 (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

Over the last two years, the organization has changed its organizational and staffing structure, e.g. the Program Officer has been assigned, and M&E officer and a Program Manager have been hired. Subsequently, a Program and a Finance and Administration divisions are now in place. In the latter, all the finance and administrative issues are addressed by the Finance and Admin division and program issues are separately addressed by the Program Manager. The Executive Director oversees the overall operations of the organization. Newly added personnel are closely working with the Executive Director and help in addressing administrative leadership issues timely and flexibly. This enables the Executive Director to focus on organizational directions and arrangements. In addition, the management team shapes the relationships among staffs and avoids misunderstandings in a strategic way. Finally, the additional staff enhanced the team and led to more appropriate follow up on implementations.

Score: from 3 to 4 (improvement)

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

This is about staff turnover.

During the baseline, staff turnover was low but so were staff[18]. Compared to the baseline situation, ECFA has put different strategies in place to retain staff. New salary scales, which upgraded most salaries considerably, a capacity building strategy, a clear career path, attention to a positive work environment, a reshuffle of existing staffs based on their qualifications and interests and the appointment of new staff are mentioned as staff retention strategies. The appointment of new staff reduced the workload/burden of some staffs. Nevertheless, one finance staff and three program staffs left the organization since the baseline.

From 3 to 3.5 (slight improvement)

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

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

Over the last two years, the organization has changed its organizational structure. Accordingly, a program and an administration division are in place. In the latter, all the finance and administrative issues are addressed by the finance and admin division and program issues are separately addressed by the program manager. This has provided more clarity and better coordination.

Score: from 3.5 to 4 (slight 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.

ECFA's strategic plan has expired ECFA recognizes the importance of having an updated strategic plan.Resources have been mobilized and secured to update the strategic plan for the period of 2015-2019. The ToR has been shared among the partners and is in the process of collecting bids. The new strategic plan is considered to be post MDG.

Score from 3 to 3 (no change)

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.

ECFA's strategic plan has expired Hence, the day to day operations of the organization has been guided by its strategic directions and from its annual action and budget plan. From the annual plans quarterly, monthly and weekly plans are developed and implemented.
Score: from 3 to 3 (no change)

[18] During the baseline the number of permanent staffs was 10 and accompanied with 5 volunteers. Currently there are 18 permanent staffs and 25 partly paid volunteers.

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 need.

Since 2012, efforts have been made to mobilize more funds (for project implementation) to increase the program budget and accordingly, to have sufficient administration to cover the capacity building costs. It seems that the new Ethiopian NGO framework/CSO law (70/30% rule) has repercussions on the budget allotted to capacity building. However, because of resource mobilization efforts, more than (four) 4 trainings were given on different topics such as resource mobilization and M&E approaches. In addition to this, staffs attended different trainings organized by the Dutch partner CHI. ECFAstaffs are also exposed to different experience sharing platforms. But, there are still capacity gaps in terms of leadership and management, project planning and management, and report writing[19]. Qualified and experienced staffs are now being hired for the right position such as a program manager. Some existing staffs are now upgrading their qualifications. However, others argue that there is no significant change since the baseline, and that ECFA relies largely on CHI for its capacity building/training and that ECFA has no internal staff upgrading training.

Score: from 2.5 to 3 (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

There is a slight improvement in the training opportunities at ECFA compared to the baseline situation. In most cases, the biennial consultative meetings organized by CHI are a form of trainings. In these consultative meetings, it is ECFA's Executive Director who usually attends. In trainings that are organized somewhere else, abroad, at least one staff attends. The organization has planned to assess training needs of its staffs annually and to organize need-based trainings. In 2012, training on resource mobilization was offered to three (3) ECFA staffs in Adama, and one ECFA staff participated in the monitoring and evaluation training organized by CHI in Amsterdam. ECFA has got an M&E Unit since early 2014 and this unit helps to set criteria for selecting staffs for training, which is good progress. Despite such improvements, there remains a need for conducting internal staff training.

Score: from 3 to 3.5 (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.

After the baseline with the approval of the Executive Board of ECFA, the organization amended its operations manual and increased the amount of per diem. Recently, the staff salary has also increased. A higher degree of freedom of work which creates an open and friendly working environment is also an incentive for staff and has resulted in higher levels of team spirit. ECFA staffs also support each other by having team discussions.

Score from 3 to 3.5 (slight improvement)

[19] The later could be attributed to language barriers, notably, the MFS-II reporting templates are in English and Ethiopia's business/official language is Amharic.

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.

At the time of the baseline study, ECFA had different funding sources although the amount mobilized was very limited. Recently, the amount of funding increased a lot which leads to more capacity building of the organization. The number of projects implemented by ECFA in 2014 are six (6) compared to two (2) in 2012. It is expected that the annual budget of the organization will be more than 7 million birr in the next fiscal year (2015) compared to 750,000 birr in 2011 fiscal year. However, the organization has not yet a resource mobilization strategy and not enough staff to work on proposal development.

Score: from 3.5 to 4 (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.

Currently, there is no clear written procedure (i.e., a resource mobilization strategy) to explore new funding opportunities but with the help of different networks such as CHI and CRDA and other NGOs like OSSA, ECFA has been able to access other funding. Only very recently, after understanding the importance of clear procedures for exploring funding opportunities, did the organization allocated a budget to support fundraising, and it is also developing a webpage to showcase its organizational successes and share other information. Also, the organization allocated budget for capacity development of staff on resource mobilization. The organization is in the process of developing its own resource mobilization strategy in line with the new strategic plan. Most staff undertook training in project proposal writing and ECFA also built its capacity in fundraising by hiring more qualified staff.

Score: from 3.5 to 3.75 (slight improvement)

Summary capability to act and commit

During the 2012 baseline, ECFA's program leadership, implementation and monitoring was handled by one person. Now different tasks are given to different individuals with clear job descriptions. There are now a Program, and an Administration division in place. This has helped the organisation to perform better because problems are easily and timely addressed, since the director can now focus on programs and providing leadership. The Country Director oversees the overall operations of the organization. Newly added personnel are working closely with the Executive Director and they help in addressing administrative leadership issues timely and flexibly.

Mechanisms to improve incentives have been put in place, such as higher per diems and higher salaries; a good working environment, and a reshuffle of existing staff based on their qualifications and interests. Also, appointing new staff has helped to reduce the workload of some staff.

Daily operations are in line with the strategic plan, but this strategic plan expired. However, resources have been mobilised to update the strategic plan for the period of 2015-2019. In terms of staff skills, ECFA relies heavily on CHI for capacity building of their staff. Whilst some staff have been trained in resource mobilisation and monitoring and evaluation, and qualified and experienced staffs are now being hired for the right positions, further training is required in terms of leadership and management, project planning and management, and report writing[20].

[20] The later could be attributed to language barriers, notably, the MFS-II reporting templates are in English and Ethiopia's business/official language is Amharic.

In terms of funding, the organisation has greatly increased the amount of funds since the baseline, which is related to ECFA collaborating with CHI, CCDRA and OSSA. A fundraising strategy still doesn't exist, although it is in the process of being developed. Having trained staff in resource mobilisation, and hiring more qualified staff has resulted in raising more funds for ECFA.

Score: from 3.1 to 3.6 (slight improvement)

Capability to adapt and self-renew

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

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

Recently, the previous program officer has been assigned as M&E expert, and an M&E manual is under development. Compared to the baseline situation, now there is a staff working on M&E. ECFA has begun with periodic half year (six months) review and planning meetings of projects and organizational activities. In the monitoring process of projects, ECFA conducts field visits and beneficiary discussions on a quarterly basis. Review meetings with community, volunteers, CBOs, CSOs and government offices are facilitated on a monthly basis. In the monitoring and supervision process, ECFA employs different monitoring tools such as focus group discussions, in-depth interviews and learning reviews. All the above mentioned activities were only plans during the 2012 baseline time and now much progress has been made. For each individual project there are midterm and final evaluations. An M&E policy and guidelines have been developed that are waiting for endorsement by the Board, and M&E formats are developed and in place for action (e.g., mission reporting format, training report format, monthly planning and reporting format, quarterly planning and reporting format).

Score: from 2 to 3 (improvement)

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

During the baseline time there was no M&E staff in ECFA, program staffs were in charge of doing M&E activities. Now ECFA has assigned an M&E officer. However, M&E skills of other staff are still lacking and the newly appointed M&E officer could coach the other staff.

Score: from 2 to 2.5 (slight improvement)

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

Compared to the baseline situation, the Executive Director of ECFA reported an increase in the use of the CHI PSA (Principles and Standards Assessment) tools in assessing the quality standards of his organization. ECFA reviews the outputs and outcomes internally and with partners. ECFA has begun with periodic half year review of projects and organizational activities. The six months/half year achievements are used to plan for the other half of the year. Forums have been conducted to review the collected information and discuss the next steps/part of the 'so what'. The organization understands the importance of M&E for assuring sustainability and measuring impact and also how M&E can contribute in raising additional funding. Therefore, the organization assigned an expert to develop the required manual and to help in implementing M&E measures. Similar to the baseline situation, periodic mid-term and final evaluations are conducted by outsourced consultants. The findings of these evaluations are used to improve future planning and to redesign/broaden the intervention. In addition, there is a clear plan to use data for soliciting finance. Furthermore, ECFA is planning to undertake monitoring and evaluation for each future project.

Score: from 3 to 3.5 (slight improvement)

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

This is about whether staff speak 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.

Compared to the baseline situation, the type and frequency of meetings have increased. ECFA has been facilitating weekly (i.e., Monday morning) meetings to share updates of the previous week and plans for the following week. ECFA also has a regular biweekly management meeting. Similarly, monthly, quarterly, biannual and annual regular meetings are taking place. Previously, it was the Executive Director who led these meetings. Currently, because of the presence of a capable program manager, the program department conducts its own reflection meetings which begin to contribute to improving implementation of activities both in time and quality. The monthly and quarterly meetings with program and finance staffs and volunteers help to discuss the monthly and quarterly reports and planned activities. In these meetings, everyone is free to express his/her idea and appropriate responses are given immediately. However, there are no critical reflection/review meetings at the project site.

Score: from 3 to 3.5 (slight improvement)

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

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

The frequency of meetings has increased and this creates opportunities to discuss different issues freely. In the monthly and quarterly staff meetings, all staff can express their feelings and appropriate responses are given by the Director. Compared to the baseline situation, ideas flow freely from different departments. It has been observed that some of the issues raised in the meetings are implemented to some extent. However, some staffs are arguing that despite the recent improvement, not all meeting results are shared, in a timely manner, with the staffs, particularly, Board meeting results.

Score: from 3.5 to 4 (slight improvement)

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 those changes will affect the organization.

Compared to the baseline situation, the number of projects has increased and so has the number of stakeholders that ECFA is collaborating with. As a result, ECFA started to participate in different stakeholders meeting. Furthermore, ECFA is now becoming an active participant in the GO–NGO forum. The meetings help ECFA to track if there are changes both in the policies and directions of ECFA’s interest area and working environment. The organization’s internal staff are nowadays engaged in conducting working environment assessments based on ECFA’s program objectives. Similar to the baseline, before the development of new projects, rapid assessments and surveys are conducted. But some staffs believe that ECFA do not have a formal means of tracking the environment due to lack of capacity to do so. Most respondents do not consider this indicator to have changed.

Score: from 3.5 to 3.5 (no change)

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

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

ECFA has been collaboratively working with its stakeholders in a better pace than during the baseline. Particularly, ECFA's attachment to its major stakeholder, especially,is the Bureau of Women's and Children Affairs Office has improved. For a better collaboration and partnership with stakeholders, ECFA organizes annual planning sessions to plan and set targets. Stakeholders are also participating in the project planning. ECFA is trying to accommodate stakeholder's comments. However, although ECFA has started reviewing and planning sessions with stakeholders, the principle is not yet internalized because of number and quality of staff.

Score: from 3 to 3.5 (slight improvement)

Summary capability to adapt and self-renew
There have been some slight improvements in terms of monitoring and evaluation, and using this for planning. An M&E policy and guidelines have been developed that are waiting for endorsement by the Board, and M&E formats are developed and are in place for action (notably, mission reporting format, training report format, monthly planning and reporting format, quarterly planning and reporting format). There is an M&E officer in the organisation now, but generally staffs still lack M&E knowledge and skills. The frequency of planning and review meetings has increased: periodic half-year review and planning meetings are of projects and organizational activities; field visits and beneficiary discussions on a quarterly basis; review meetings with community, volunteers, CBOs, CSOs and government offices are facilitated on a monthly basis. For each individual project there are midterm and final evaluations. Due to this increased frequency of meetings it is also easier for staff to critically reflect on issues and share their ideas. Furthermore, ECFA has improved its responsiveness to stakeholders due to increased stakeholder engagement, but the (limited) number and quality of staff is a hindrance to internalizing this principle.

Score: 2.9 to 3.4 (slight improvement)

Capability to deliver on development objectives

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

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

Like during the baseline situation there are clear operational plans in place for each respective project and staff are familiarised with these plans to implement them in their day to day activities. In addition, each month the organization prepares its monthly, quarterly and annual plan in an understandable way. It is noted that now other stakeholders like the Woman's and children affairs office and finance office, participate in preparing the annual plan.

Score: from 4 to 4 (no change)

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

Similar to the baseline situation, ECFA gave due emphasis to work using volunteers to be more cost effective. What is different in the endline is that ECFA has guidelines to minimize its operational costs. Together with this, resources are now used optimally to accomplish planned activities.

Score: from 3.5 to 4 (slight improvement)

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

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

Compared to its baseline performance, the organization is in a better position to deliver planned outputs, in a timely fashion. ECFA staff mention a number of causes that contributed to this improvement. First and foremost, the restructuring of the program department, then followed by the recruitment of the required staff,including an M&E officer. This is manifested by the project supervisor’s commitment to prepare timely action plans and implement the activities on the expected time where the role and responsibility of all program staffs are clearly stated. All are accountable for any failure in not timely implementing planned activities. The second cause is the reduction in delays in budget approval from the donor and in making strategic agreements with the government. ECFA’s strong partnership with the Bureau of Women and Children Affairs office on the helpline counselling service, reunification service, referral service and medical support is also contributing to the better performance of the organization. However, some of the outputs are not delivered in a timely manner due to delays in agreement with donors and government offices.

Score: from 2.5 to 3.5 (improvement)

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

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

As determined during the baseline, ECFA conducts field visits and beneficiary discussions at project levels on a quarterly basis; holds monthly review meetings with community, volunteers, CBOs, CSOs and government offices. Social workers working in the kebele level child protection structure, CHL counsellors, youth and girls clubs prepare monthly reports and submit those to the head offices. At the head office, ECFA compiles all the reports and submits to donors and government offices as per reporting timeframes and requirements. Hence, compared to the baseline, ECFA goes one step to fulfil its beneficiaries’ demands and start an IGA and vocational skill training in addition to the other services that were undertaken during the baseline period. Compared to the baseline situation, ECFA has hired a social worker in each target kebele that helps them to fully engage with beneficiaries.

Score: from 3.5 to 3.75 (slight improvement)

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

This is about how the SPO knows they are efficient or inefficient in their work.

Similar to the baseline situation, there is no formal way of measuring efficiency, but ECFA staff still compare planned activities with implemented activities which helps them to assess efficiency.

Score: from 3.5 to 3.5 (no change)

3.6. Balancing quality-efficiency: 'The organisation aims at balancing efficiency requirements with the quality of its work' - This is monitored by CHI

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

The ECFA is using CHI's 'Principles, Standards & Practices' checklist to self-assess the work done by the child helpline and the areas for improvement. They use it once a year (as one of CHI's membership requirements) which is similar to the baseline. Compared to the baseline situation, the most prominent change is the revision of the organization structure which led to improved organization capacity, through hiring qualified and competent professionals. The new staff enabled to improve efficiency and balancing this with quality of work. However, other staffs argue that the organization is still striving to ensure quality of work in line with the scarce resource it has, even with the additional staffs.

Score: from 3.5 to 3.75 (slight improvement)

Summary capability to deliver on development objectives

ECFA still has clear operational plans in place, which guide daily activities and is still using its resources cost effectively making use of volunteers. Presently, ECFA also has guidelines in place to minimise operational costs and has improved upon delivering planned outputs timely due to the restructuring of the program department and having an M&E officer in place, who helps in reviewing progress, timely, and adapting plans accordingly. Also, there are, currently, fewer delays in approving budgets and in making agreements with government. The mechanism to assess whether beneficiary needs are being met is still the same as during the baseline, such as conducting field visits and beneficiary discussions at project levels on a quarterly basis; holding monthly review meetings with community, volunteers, CBOs, CSOs and government offices. The major change is that ECFA has hired a social worker in each target kebele which helps them to fully engage with beneficiaries. There is no formal system in place to monitor efficiency or balance quality with efficiency, but comparing planned with implemented activities helps in assessing executed activities, and having hired more qualified staff has improved the quality of work.

Score: from 3.4 to 3.7 (slight improvement)

Capability to relate

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

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

ECFA has maintained its strong relationship with the stakeholders and moved one step ahead during the last two years period by establishing a network of beneficiaries. Similar to the baseline, stakeholders have been participating in all aspects starting from policy formulation to problem identification while planning projects. ECFA has been preparing and holding planning workshops together with different stakeholders so as to work with them and make the bond stronger. ECFA has more experience and expertise now in working with stakeholders and managing relationships.
Score: from 4 to 4.25 (slight improvement)

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; whether they are local or international; and what they do together, and how do they do it.

Like in the baseline, ECFA is still engaged in different networks, such as CHI (Child Helpline International), CCRDA (Consortium of Christian Relief and Development Association,the largest local network), and CORHA (consortium of reproductive health associations in Ethiopia). ECFA is also still a partner of Plan International Ethiopia, OAK foundation, Wereld-kinderen and COPION international (a Korean NGO), and works with local offices (e.g. kebele offices) to facilitate their work. Over the last two years, ECFA established strong local networks with the community and also developed good attachments with the Bureau of Women and children affairs offices, Regional Finance Offices, Social affairs office.

Score: from 4 to 4.5 (slight improvement)

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

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

Compared to the baseline situation, ECFA has hired a social worker in each target kebele that helps them to fully engage with beneficiaries. Presently, the social worker manages different activities as required and mobilizes the community together with the head office staff. In addition, the Program manager and M&E officer quarterly conduct field visits and beneficiary discussions, while field workers discuss with beneficiaries on a monthly basis. In the monthly discussions and visits with the beneficiaries, women and children affairs office, Kebele administrations, women league and other committee members also participate.

Score: from 4 to 4.25 (slight improvement)

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

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

In addition to the regular meetings and the more frequent meetings such as the newly designed ‘weekly Monday morning meetings’ create good working relationships and bondage between staffs. The meetings offer an opportunity to review and plan activities/tasks. An improvement has been observed compared to the baseline where everyone was working based on their job description and reporting the progress they made to their immediate supervisor.

Score: from 3.5 to 4 (slight improvement)

Summary capability to relate

Relationships have improved slightly, in terms of engaging with stakeholders especially communities, through hiring a social worker in each target kebele, and the government, especially the Bureau of Women and children affairs offices, Regional Finance Offices, Social affairs office. Internally. relationships have improved slightly through having more frequent planning and review meetings.

Score: from 3.9 to 4.2 (slight improvement)

Capability to achieve coherence

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

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 process.

There is no change in the vision and mission of the organization, but the expired strategic plan is under revision. Staff mentioned that the Dutch government provides the funds (MFS-II funds?) to hire consultants to facilitate this process.

Score: from 3.5 to 3.5 (no change)

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.

A number of guidelines and manuals are developed or under development compared to the baseline situation, such as financial guideline, per diem and allowance related manual, admin manual, procurement manual and human resource manual (waiting for the final draft) and all staffs are aware of what is included in the manuals and guidelines.

Score: from 3 to 4 (improvement)

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

As it was during the baseline, the staff are acting according to the vision, mission and goals to be reached by ECFA's projects. The vision, mission and project strategies are presented to new staff in various meeting/sessions and they are encouraged to know the content well.

Score: from 4 to 4 (no change)

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

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

Since all projects are designed to be complementary to support each other, the same trend has been continuing over the last years.

Score: from 3.5 to 3.5 (no change)

Summary capability to achieve coherence
On the whole, there has been some change in this capability, although most indicators under this capability scored the same compared to the baseline. Vision and mission of the organization are still the same, but the expired strategic plan is under revision. A number of guidelines and manuals are developed or under development compared to the baseline situation, such as financial guideline, per

diem and allowance related manual, admin manual, procurement manual and human resource manual (waiting for the final draft) and all staffs are aware of what is included in the manuals and guidelines. Staffs are still acting according to the Vision, mission and goals to be reached by the projects, and projects, like the baseline, are still designed to be complementary to each other.

Score: from 3.5 to 3.7 (very slight improvements)

Centre for Development Innovation
Wageningen UR
P.O. Box 88
6700 AB Wageningen
The Netherlands
T +31 (0)317 48 68 00
www.wageningenUR.nl/cdi

Report CDI-15-054

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

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