Evaluating Capacity Development

Spring Conference 2019

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The passive importation of techniques, controls, and beliefs, via outside agencies and experts that run around solving everyone else’s problems, may be the very problem of development.

Henry Mintzberg
Capacity development is the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.
- It’s not a one-off exercise
- Not a technical problem
- Flexible and unique
- Multi-stakeholder
Key Lessons from Evaluation of FAO CD in Africa 2000-2010

- Sustainability of CD interventions must be improved.
- FAO has intervened across dimensions but with few interventions targeting organizations (Individuals 80%, Organizations 25%, Enabling Env. 50%).
- Little evidence of consistent assessment of CD needs prior to design of interventions.
- Limited institutionalization of initiatives into local systems that are able to provide needed services and funding for scaling-up.
- Partnerships on CD: unexploited potential, especially research and academic institutions, private sector and NGOs/CSOs.
The Three Dimensions of CD

**Individual dimension:**
- Knowledge
- Competences
- Attitudes
- Values

**Organizational dimension areas:**
linked to the functioning and performance of organizations, including the:
- Mandates and Vision
- Internal processes and systems
- Organizational priorities

**Enabling environment areas:**
the context in which individuals and organizations work, including:
- the institutional set-up of a country
- implicit and explicit rules
- legal, policy and political environment
INVENTORY OF CD MODALITIES

No single CD modality can address a need. There must be a **combination** of modalities with the appropriate **sequencing**.

**Policy dialogue**
- Jobs-swap, secondments
- Study visits
- Organizational restructuring

**Informal networks**

**Twinning arrangements and SSC**
- Knowledge exchange, KS fairs
- High-level advocacy

**Review of workflow/business processes**
- Regional policy workshops

**Leadership coaching**

**Blended and learning on-the-job**

**Intelligence and learning**
- Integrating into national courses

**Review of Organizational Mandate**

**F2F training and TOT, toolkit for facilitators, elearning and webinars**

**Creation of multi-stakeholder platforms**
CD in the project life cycle

Co-learn

Co-act

Co-design

Co-Diagnose
Evaluation
Factors for successful CD

- use of local expertise and national institutions, working at multiple levels of influence
- participatory needs’ assessment across the individual and institutional levels,
- building a critical mass of trained personnel coupled with institutional capacity building, and post-training follow-up activities.
Factors negatively affecting CD

- inadequate targeting,
- insufficient attention to capacity development needs
- lack of synergies and linkages with other initiatives and services
- inadequate resources planned for capacity development.
CD Evaluation framework

- Capacity Development (CD) is an FAO core function helping to achieve the sustainable delivery of FAO’s strategic results within member countries and as such should be mainstreamed throughout all OED evaluations.
CD Evaluation framework

• Involve the evaluand!

• ToRs - minimum requirements

• Defining dimensions

• Mapping CD results

• Evaluation matrix - Select evaluation questions, indicators, tools and methodologies
CD Evaluation framework

• To what extent has the project [or programme] responded to identified capacity needs across the three CD dimensions and how have they capitalized on existing capacities?
  
  – CAN across levels
  – Participatory with gender – youth
  – Capitalizes on existing capacities
Individual level

- To what extent did the intervention enhance target beneficiaries’ functional and technical skills and their knowledge?

  a) act as agents of change within an organization [dissemination/adoptions]

  b) acquire new technical knowledge, skills and behaviours?
Organizational level

• To what extent has the intervention contributed to improve the performance of the targeted organization and promote institutional change?

a) improved organiz. policies/strategies programmes

b) improved internal organization (management, coordination, teamwork, behaviours)

c) Flexibility in responding to changes in demands
Enabling Environment

• **What are the outcomes at enabling environment level?**

  • a) Awareness across stakeholders
  • b) Empowerment
  • c) Multi-sectoral mechanisms for policy making
  • d) New/improved policies
  • e) Adequate allocation of resources for policy frameworks
  • f) Adequate accountability mechanism
Supporting evaluation in agriculture, food security and rural development:
EVAL-Forward

- A Community of Practice on Evaluation for Food Security, Agriculture and Rural Development
- Facilitates knowledge sharing and supports capacities for evaluation in countries
- Is an initiative of the evaluation offices of FAO, WFP and IFAD

For more information and to join: www.evalforward.org
The mission

- **Contribute to advance** the use of evidence to improve policies and decision-making

- **Support capacities** for evaluation in countries

- **Facilitate dialogue** and expand the outreach of the evaluation community
The Dimensions of CD

Technical capacity in the broad areas of food and agriculture

Functional capacities to enable country actors to plan, manage and sustain change
Thank you