



Evaluating capacity strengthening: Key challenges

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Characteristics of capacity

Dynamic / continual process
of improvement

Internal process possibly
enhanced by external
intervention

Multi-dimensional: often
occurs at mutually dependent
levels

Influenced by the external
environment

Linked to performance



Pathways to capacity strengthening

Parameters

Individual

Organizational

System



Capacity and Performance

“We do not seek to develop capacity for its own sake, but rather to better empower an organization or team to achieve its goals and objectives.”

- USAID, 2016,
Organizational Capacity Development Measurement

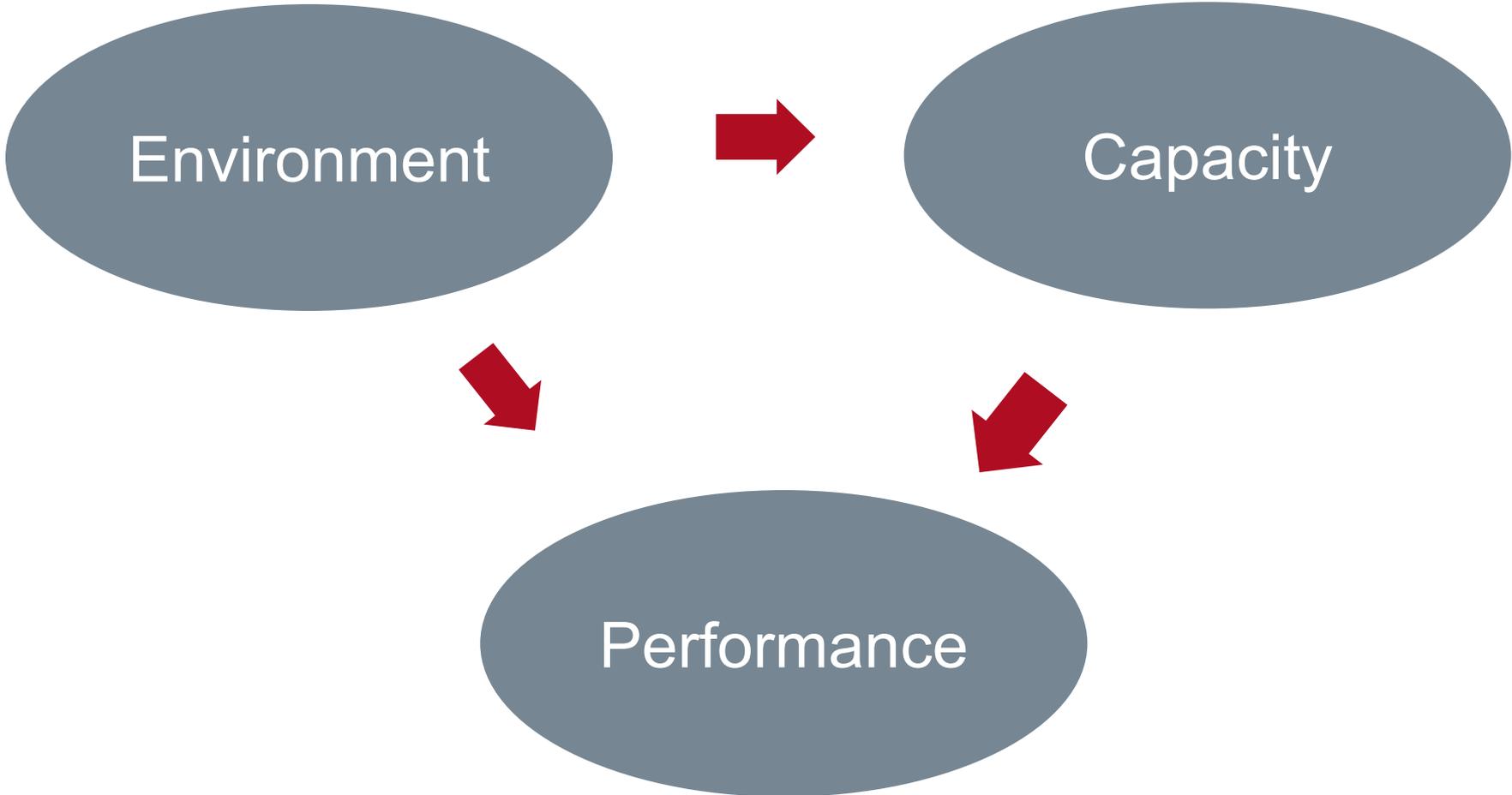
CAPACITY → PERFORMANCE

Measures

Because capacity is expressed through performance, we measure the effectiveness of capacity development in relation to performance improvement.



Context Matters



Measurement Challenges

- ! **Lack of evidence:** which elements of capacity are critical to performance?
- ! **Performance standards** may be context specific
- ! Self-assessment **versus** objective measurement
- ! Internal **versus** external audience (program improvement versus accountability)

Measurement Challenges

- ! Capturing the **dynamic nature** of capacity
- ! Capturing capacity **dimensions**
- ! **Relationships** between levels

Methods for measuring capacity strengthening

METHODS

Outcome Mapping

Capacity Mapping

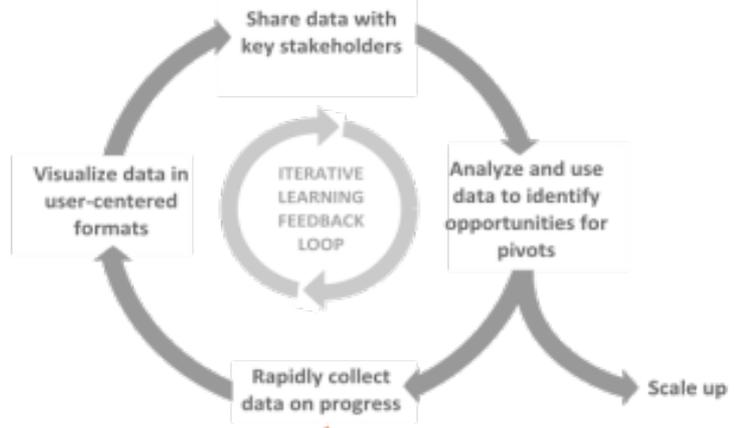
Most Significant Change

Outcome Harvesting

Capacity Development Evaluation
Theory of Change & Theory Driven
Evaluation

Quasi Experimental

Organizational Capacity Indices



Iteration in program design will be driven by a cycle of collecting, visualizing, sharing & using data

PROCESS DOCUMENTATION

IMPLEMENT IMPLEMENT IMPLEMENT IMPLEMENT

BASELINE ITERATE ITERATE ITERATE ENDLINE

DEVELOPMENTAL EVALUATION

IMPLEMENT

BASELINE ENDLINE

TRADITIONAL IMPACT EVALUATION

Evolution and innovation in measurement

Sound Approaches

Driven by performance objectives

Combine qualitative and quantitative

Combine self-assessment and external methods

Repeat measures over time

Are evidence-based and discussion-based

Use multiple sources for triangulation



Useful Resources

[Sarah Earl Outcome Mapping](#): These three videos from Sarah Earl provide an introduction to the concepts of Outcome Mapping. [Part 1](#); [Part 2](#); [Part 3](#)

[Outcome Mapping FAQs](#): This website from the [Outcome Mapping Learning Community](#) provides answers to 14 frequently asked questions about outcome mapping.

[Outcome mapping: A method for tracking behavioral changes in development programs](#). This ILAC brief provides an overview of the process of outcome mapping including relevant examples.

[Outcome mapping: Building learning and reflection into development programs](#): This book outlines a detailed step by step process for using outcome maps including a variety of worksheets and examples.

[10 Years of Outcome Mapping](#): This webinar from the [Outcome Mapping Learning Community](#) (OMLC) presents the key findings from research conducted into the extent of Outcome Mapping use and the support required for its implementation

[Theory of Change: What's it all About?](#) International NGO Training and Research Centre. OnTrac Newsletter, No. 51 May 2012.

[Theory of Change: A Practical Tool for Action, Results and Learning](#). Organizational Research Services. 2004

[The MSC Technique: A Guide to its use](#). Rick Davies and Jess Dart. 2005.

[Participatory Video and the Most Significant Change: a guide for facilitators](#). Sara Asadullah and Soledad Muniz. An INISIGHT Toolkit. 2015.

[Pact's Organizational Performance Index Handbook](#). Pact. 2015.

[Pact's Capacity Development Evaluation](#). Pact. 2012.