

# Viability Strategies for M&E Capacity Building

Multi Level Approaches to Policy and  
Operational Transformation

# Definition of Capacity Building

“Creation of capacity to enable individuals, people, organizations and society as a whole to manage their affairs successfully” ...Fowler et al 1995.

# Background to Capacity Building Efforts

“Evaluation has a greater role to play in improving the debates and decisions of parliament” .....Caroline Heider DG (IEGWB)

- Promoting evidence based decisions in their debates
- Being discerning consumers of evaluation
- Safeguarding independence of evaluations
- Acting on generated knowledge and evidence and knowledge for decision making at policy level

# Factors to Consider on Capacity Building

- Capacity of an organization can change if key individuals/group/s leave or change positions within the organization
- Capacity development should be seen as a deliberate process where people of society as ***a whole create, strengthen and maintain capacity*** of the organization

# Challenges to Current Capacity Building Efforts

- Pursuance of traditional methods that focuses on individuals (high risks of loss)
- Fragmented approaches
- Not uniformed
- No clear Theory of Change
- Inadequate Incentives for those who try
- Inadequate involvement of policy and decision makers

# Challenges to Current Capacity Building Efforts

- Capacity building in M&E supply driven
  - Low buy in
  - Perception of imposition from outside
- Focus on senior and middle level personnel
  - Lack of leverage
- Minimal focus on organizational transformation

# Argument for Multi-Level Approaches

- Capacity building should be an internal driven process involving the taking of responsibilities for the change process
  - Complex human process based on values, emotions and beliefs
  - Involves changes in relationships between different actors, shifts in power and identity and carries the risks of uncertainty (James and Hailey 2007)

# Arguments for Multi level Approaches

- Capacity building should not focus on creating capacity to answer specific needs but should be imbedded in the organizational culture, values and vision with a view to improving organizational overall performance and ability to adaptchanging contexts



# Focus of Multi level Capacity Building Efforts

- Emergent Change
- Transformation Change
- Projectable Change

# Capacity Building Strategies

- Holistic Education/Advocacy
  - Individuals/teams/decision makers/society
- Creation of an enabling environment
  - Greater involvement of decision makers
  - Creation of demand for M&E at the highest level
- Change of policy and practice of academic institutions and programmes

# Suggested Approaches

- Creation of awareness of role of M&E in development management
- Creation of local championships at country and organizational level
- Research to identify critical issues
- Projectized capacity building development
- Harmonization of capacity building activities at country level.

# Thoughts for the Day

Organizational capacity can be defined as ***“the capacity of an organization to achieve effectively what it sets out to do”*** OECD 2006

.....Therefore a reluctant or uninformed organization cannot will not buy-in and implement capacity building in M&E.