

PSO *capacity building in
developing countries*



Towards a complexity- oriented monitoring and evaluation practice?

***A thematic learning programme
with 12 Dutch NGOs***

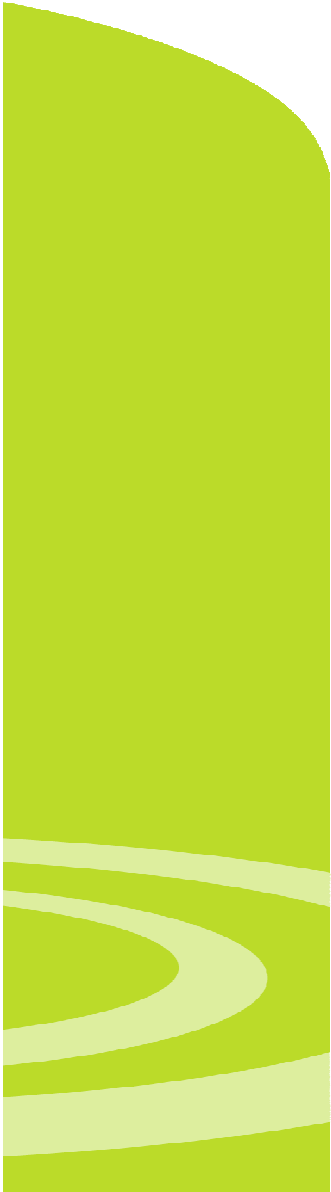
EES Conference - Prague

7 October 2010



Content

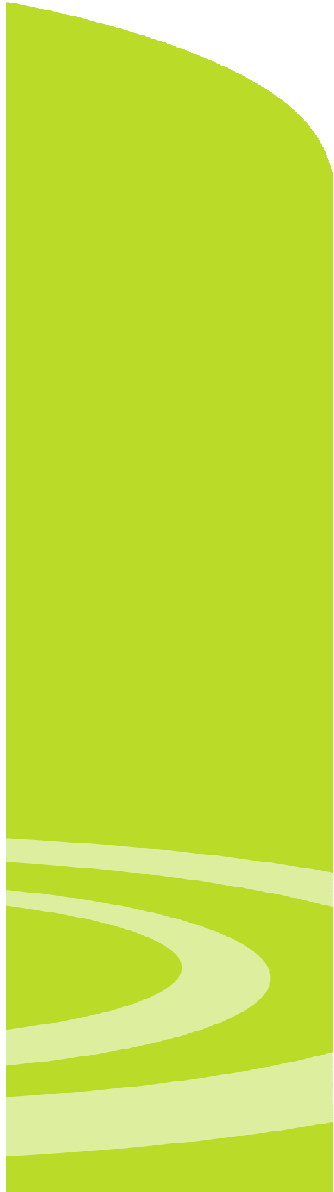
- Rationale
- Approach to the action research
- Lessons learned



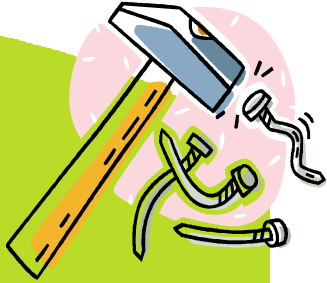


Rationale

- Northern NGOs and their Southern partners confronted with growing complexity
- Growing consensus that capacity to learn and adapt is key
- Conventional or mainstream PME poor track record in support of learning
- Changing one's PME practice difficult: requires 2nd order change



A growing diversity in PME



Logframe

The 'Most Significant Change' (MSC) Technique

A Guide to Its Use

by

Rick Davies and Jess Dart



Appreciative Inquiry

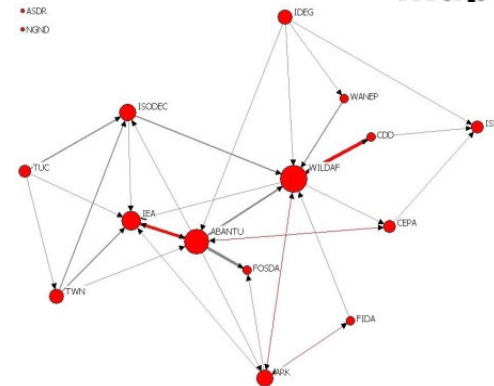


Box 1: Five core capabilities?

1. to commit and engage: volition, empowerment, motivation, attitude, confidence
2. to carry out technical, service delivery & logistical tasks: core functions directed at the implementation of mandated goals
3. to relate and attract resources & support: manage relationships, resource mobilisation, networking, legitimacy building, protecting space
4. to adapt and self-renew: learning, strategising, adaptation, repositioning, managing change
5. to balance coherence and diversity: encourage innovation and stability, control fragmentation, manage complexity, balance capability mix



outcome mapping



Social Network analysis

Institutional development

	WEAKNESSES	STRENGTHS
Legal recognition	[Progress bar from left to right]	
Vision and Mission	[Progress bar from left to right]	
Governing body	[Progress bar from left to right]	
Leadership style	[Progress bar from left to right]	
Advocacy	[Progress bar from left to right]	
Strategic management	[Progress bar from left to right]	
Project/Program Development	[Progress bar from left to right]	
Management of information	[Progress bar from left to right]	
Organizational performance	[Progress bar from left to right]	
Development of procedures	[Progress bar from left to right]	

Central research question

How do **alternative PME approaches** contribute to the capacity of Southern partner organizations/networks, and Northern NGOs **to deal with complex processes of social change** in order for the

- Southern partner organizations/networks to better fulfil their own missions, and
- Northern NGOs to facilitate more effective capacity development (CD) interventions?

Three sub-questions

How does the alternative PME approach..

- 1. help to clarify relationships, roles and expectations of the actors?*
- 2. contribute to learning about progress towards the development objectives and satisfy downward and upward accountability needs?*
- 3. contribute to strengthening the own internal adaptive capacity?*

+ additional research questions per NGO



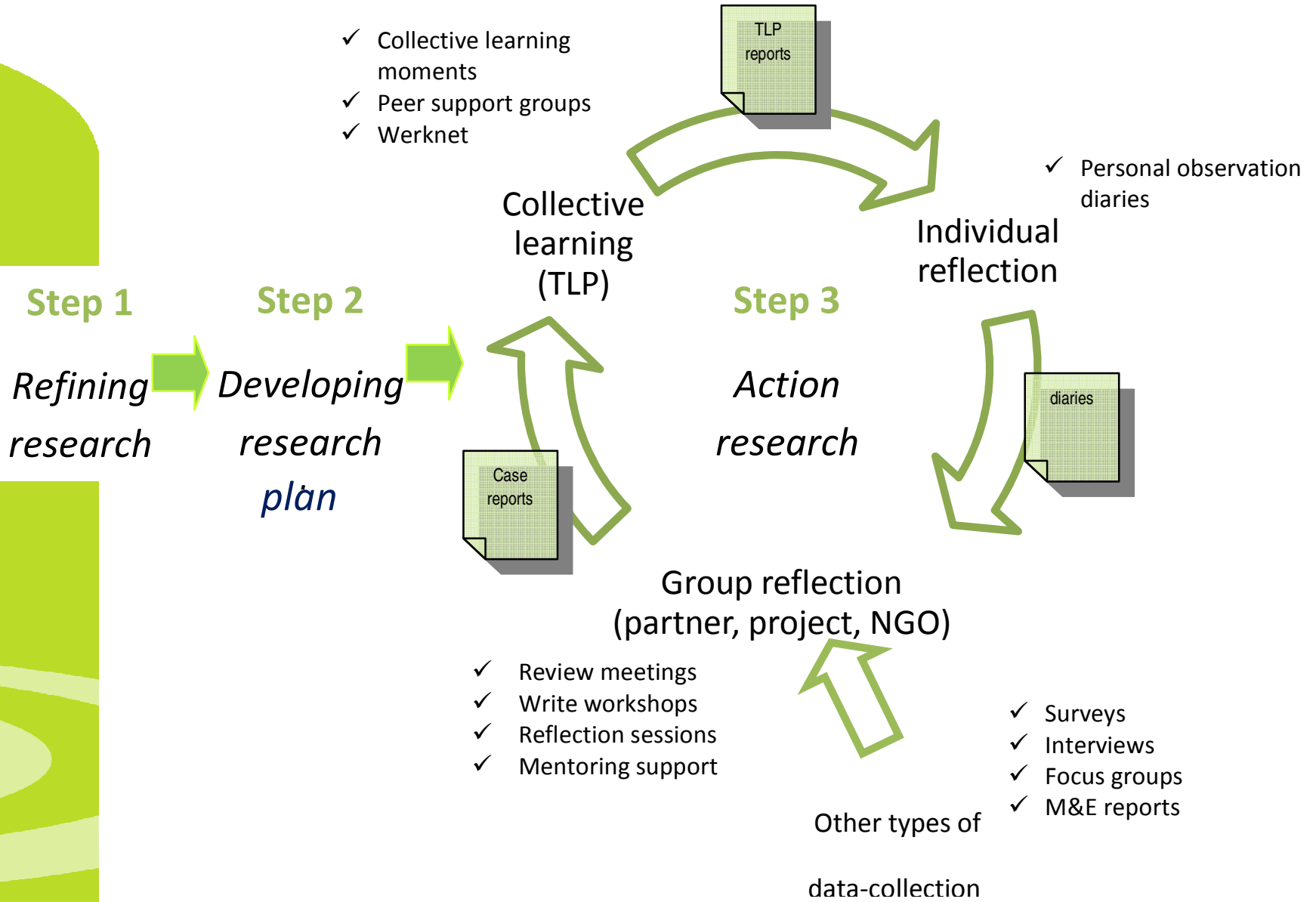
12 NGOs in action-research



Why action research?

- AR is **systematic and collaborative** in collecting evidence on which to base rigorous group reflection.
- AR is motivated by a quest to **improve and understand** the world by **changing** it and learning how to improve it.
- It is **NOT** research done on other people. AR is research by particular people on their **own** work

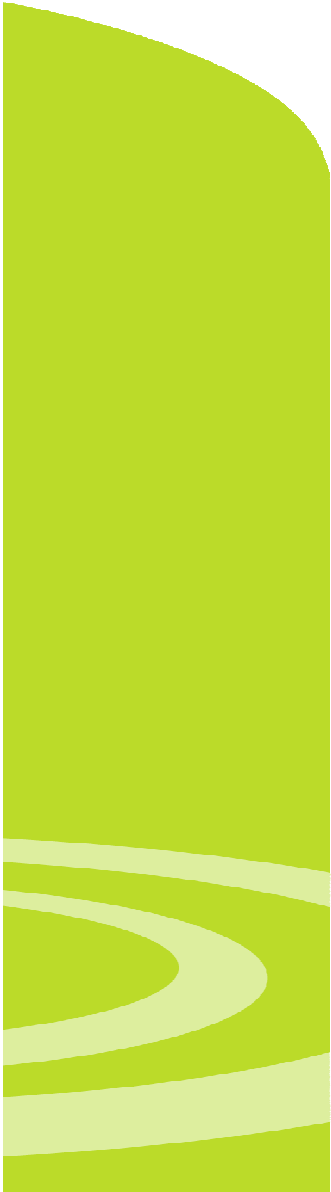
Action and research at various levels...





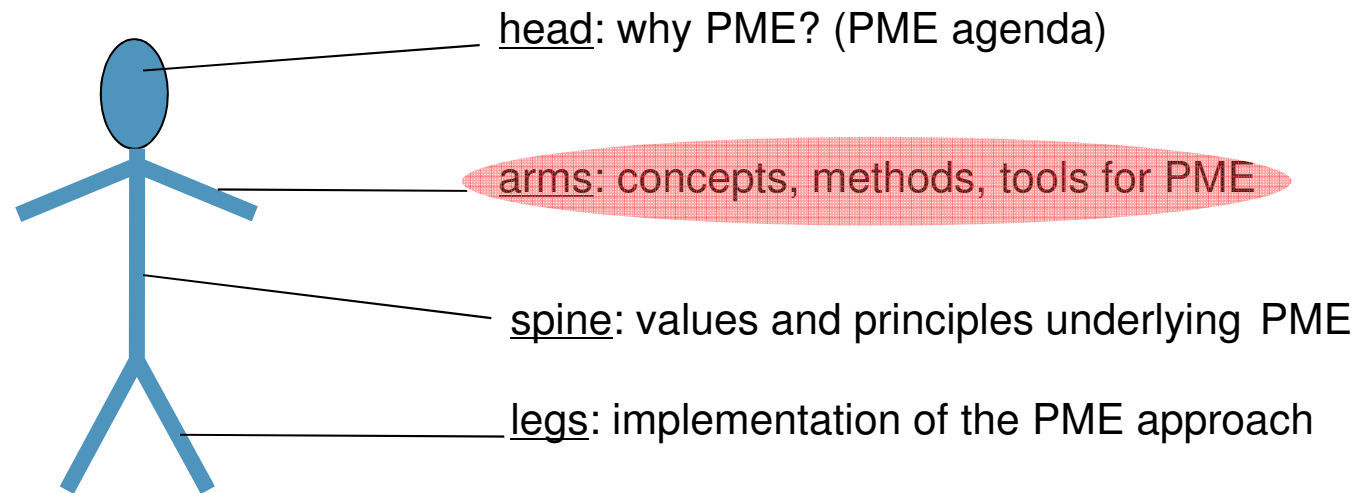
What do we want to document?

1. Preparation of the PME pilot
2. Development of the M&E Plan
3. M&E in action
4. Outcomes of the M&E implementation process
 - Learning about development objectives
 - Adaptive capacity (internal learning)
 - Downward and upward accountability
 - Clarification of roles and responsibilities
 - Organisational research questions



Lessons learned 1/3

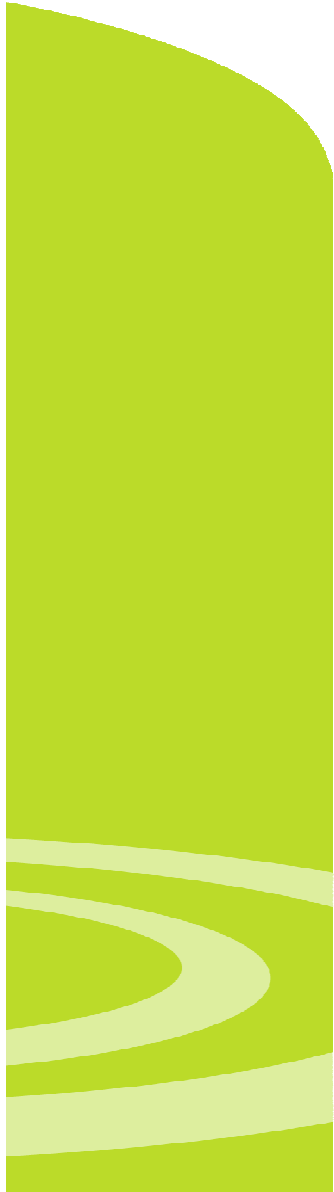
- Majority entered with interest in tools





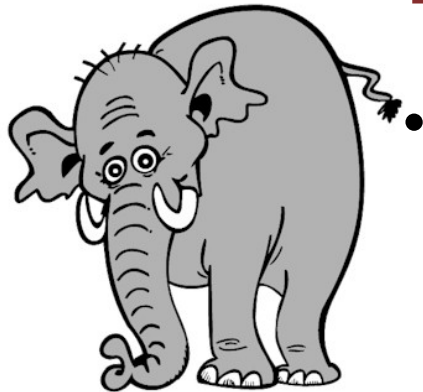
Lessons learned 2/3

- Dialogue with Southern partners about alternative PME triggers discussions about overall PME approach and the intervention logic
- 4 'learning histories' of experiences of field staff and head office with Outcome Mapping and other PME approaches provide rich narratives





Lessons learned 3/3



- *'The elephant in the room'*: 'activist' NGOs and participation to action-research and document experiences
 - ⇒ reflecting honestly about incentives and disincentives
 - ⇒ research at the rhythm of the organisation
- Collective learning moments with 12 NGOs are turning into powerful moments for peer-exchange and critical review



Thank you!

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