

Tracking Capacity Development for More Sustainable Results

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Outline

1. What is **Capacity Development**?
2. **Tracking** Capacity Development Results
3. **Country-Level Pilot** in FAO's Strategic Framework



- Today a **Taste** not full meal...



What is **Capacity** Development?



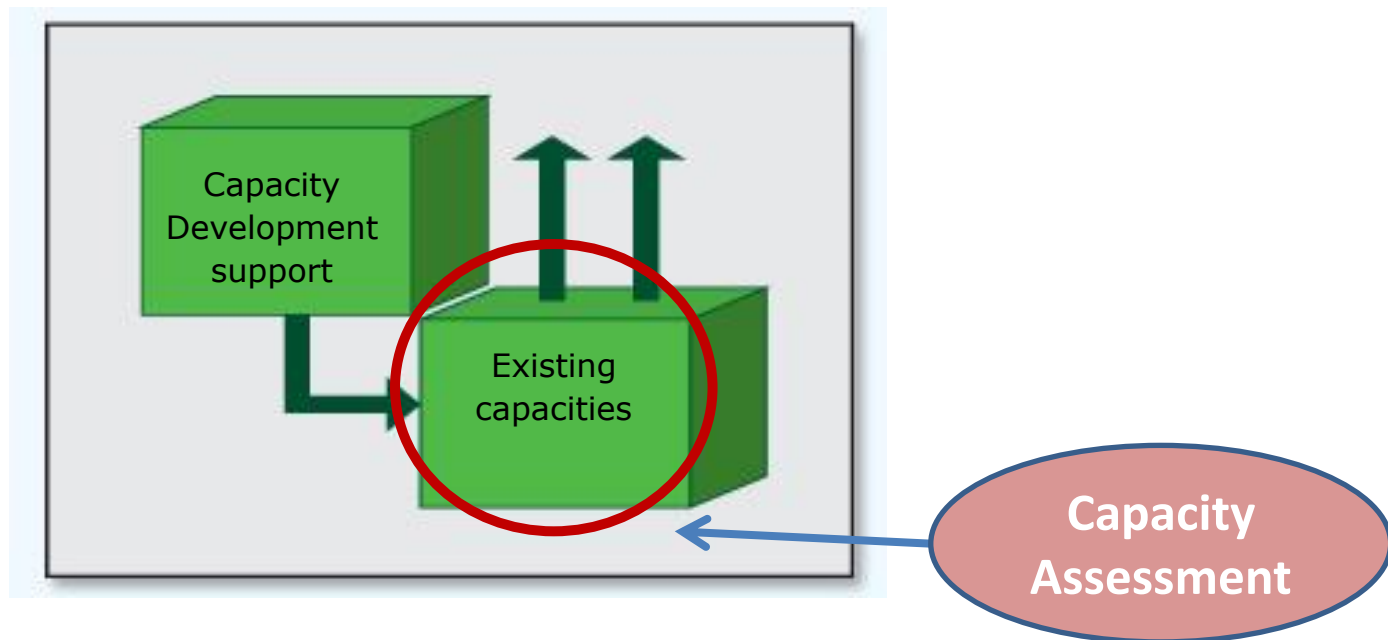
Ownership

Partnership

Accountability

“Development is like a tree- it can be nurtured in its growth only by feeding its roots not by pulling on its branches”
(I. Serageldin)

What is Capacity Development?



- **Capacity is:** *"the **ability** of people, organizations and society as a whole to manage **their affairs** successfully"*.
- **Capacity Development is:** *"the **process** of unleashing, strengthening and maintaining of such capacity"*.

The 3 dimensions to CD are strongly **interconnected** and have many interactions



1. Individual dimension:

- Knowledge incl. technical skills
- Competencies
- Functional “people” skills - planning, HR etc
- Attitudes and behaviours
- Values

2. Organizational dimension:

the functioning and performance of organizations, including :

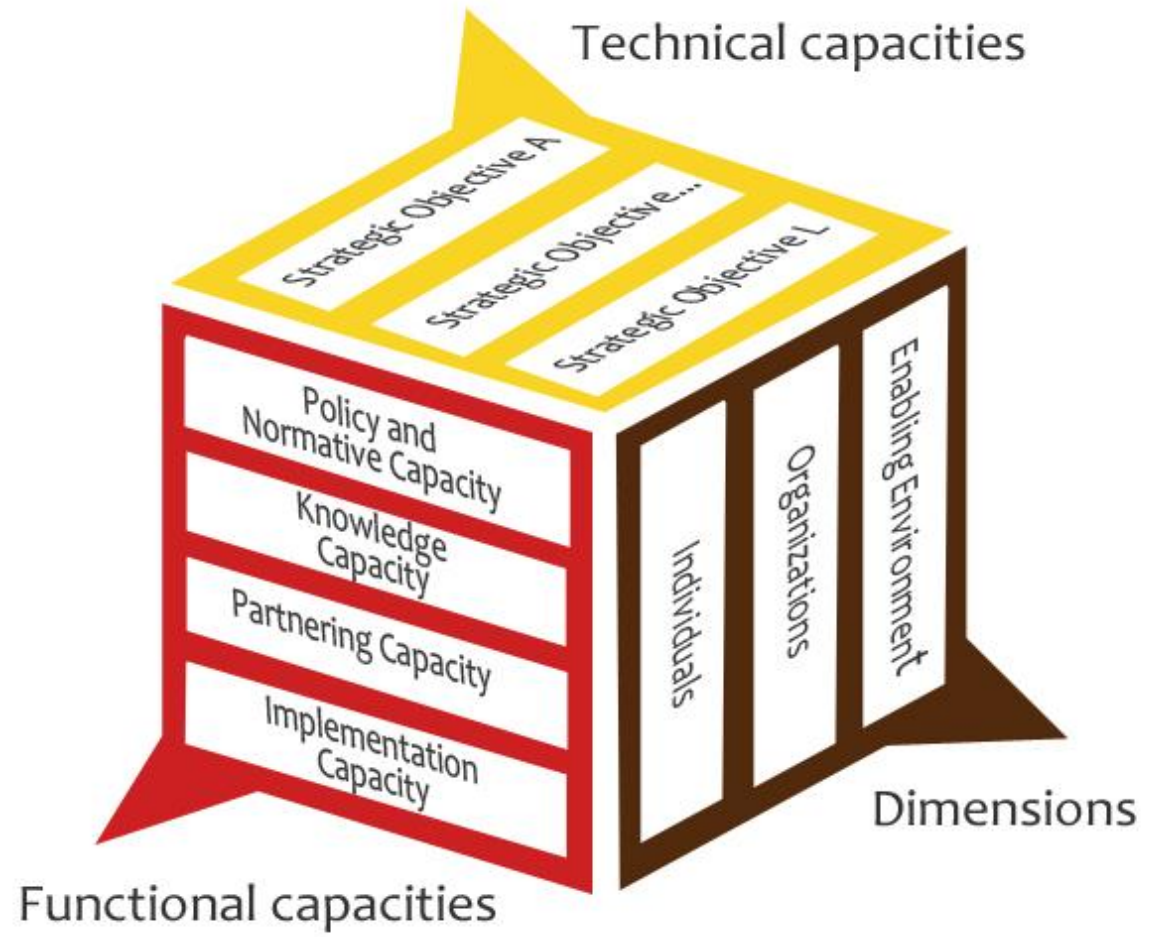
- **Mandates** (area of responsibilities)
- **Systems and Internal processes**
- **Organizational priorities**
- **Collaboration and Knowledge Sharing mechanisms**
- **Resources**, infrastructure, equipment

3. Enabling environment : the context in which individuals and organizations work:

- country **institutional arrangements and linkages**
- **implicit** and **explicit** rules
- **power structures** gov’t and **Civil Society**
- **participatory multi-stakeholder processes**
- **legal, policy and political environment**



Capacity Development for FAO (2)?



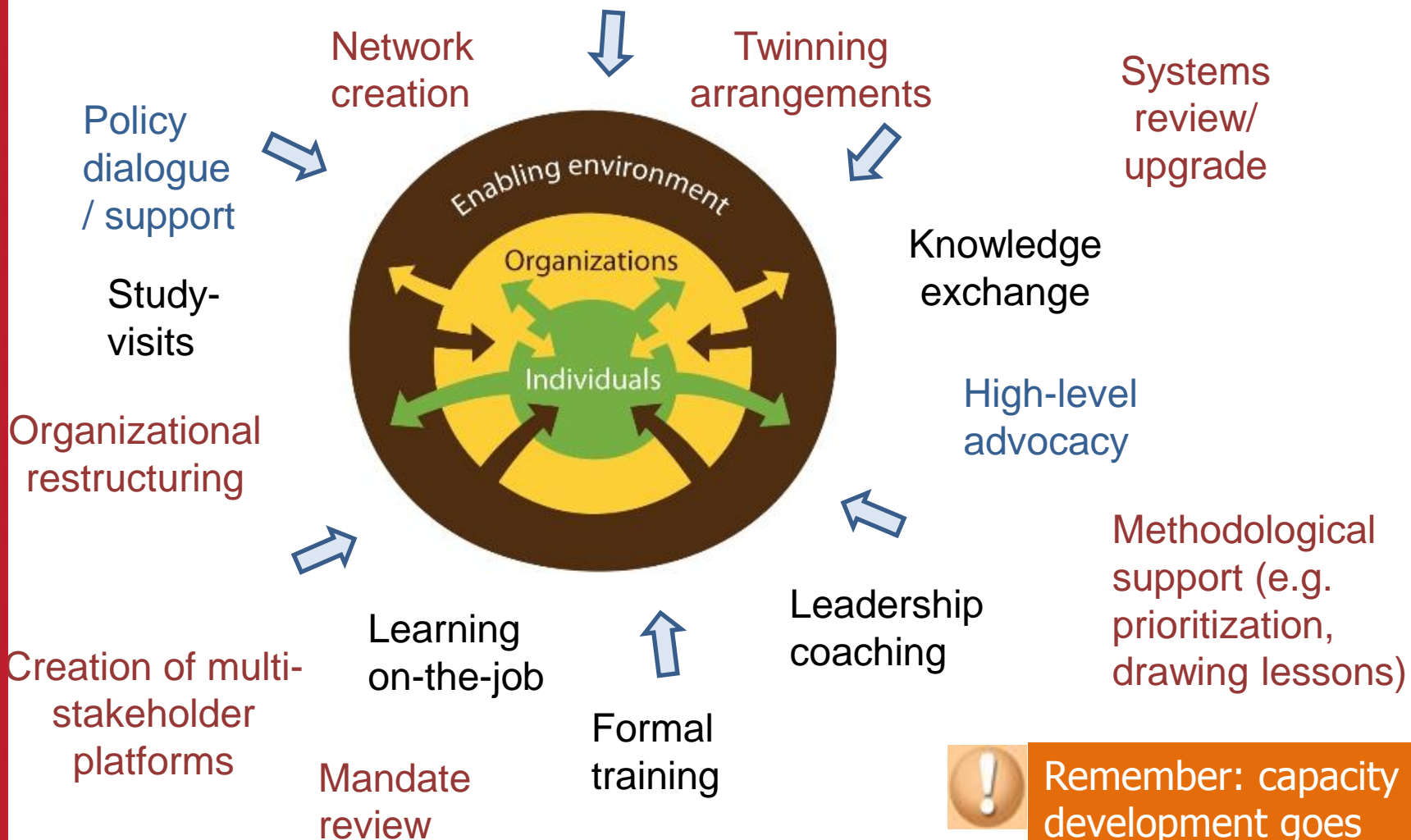
Technical capacity in the broad areas of food and agriculture

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



INVENTORY OF CD MODALITIES

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



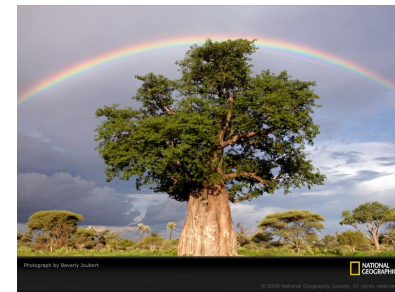
Remember: capacity development goes *beyond training!*

Evaluation of FAO CD Activities in Africa (2000-2010)

- Many CD interventions relevant but few **sustainable** (shooting star syndrome- light up sky, fade away quickly)
- FAO has intervened unevenly **across CD dimensions** and with little systemic interconnections

(Individuals **80%**, Organizations **25%**, Enabling Env. **50%**)

- Limited **local ownership** and institutionalization of initiatives into local systems needed to provide services and funding for **scaling-up**
- “Effective Capacity Development is not only about **‘what’** we do,- **‘how’** we engage in it greatly matters.....





Why Track CD Results?

Effectiveness and Sustainability

Individual- Are trained producers actually applying new knowledge?

Adoption

Organizational- Are producer organizations delivering services with effective mandates?

Performance

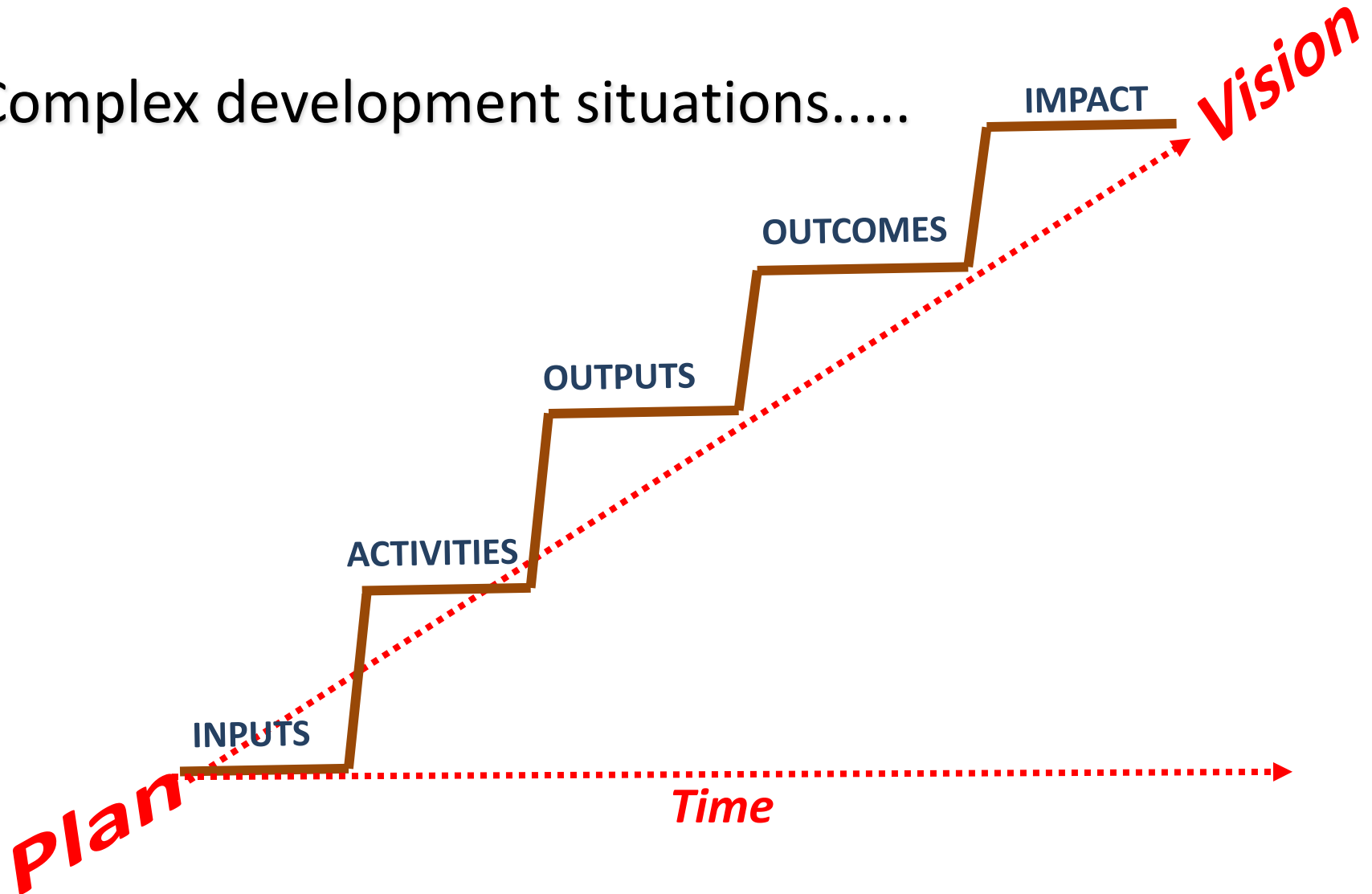
Enabling / Institutional Environment- Does the policy and institutional frameworks allow implementation of change processes?

Commitment

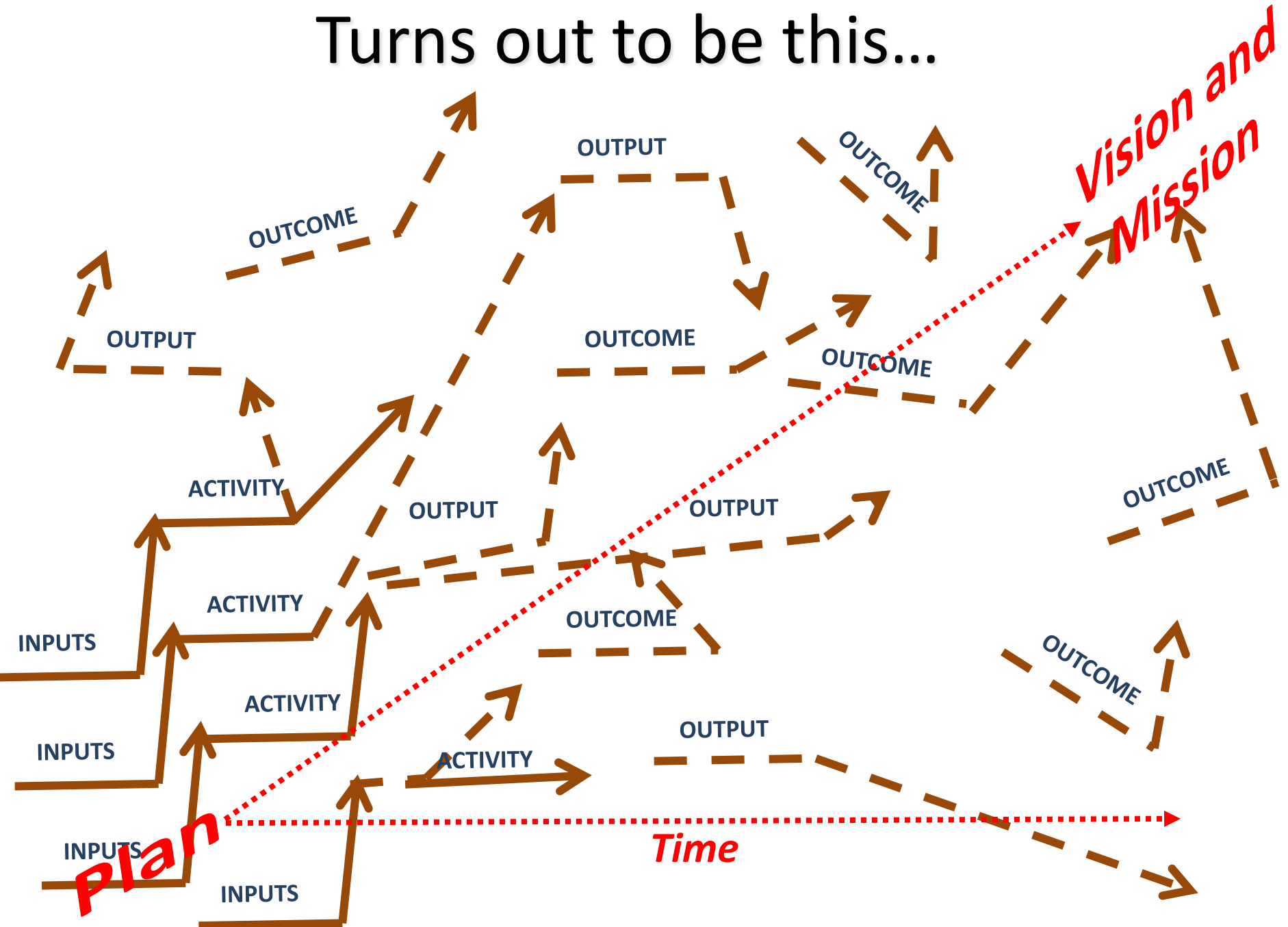


Capacity Development within Results Framework

Complex development situations.....

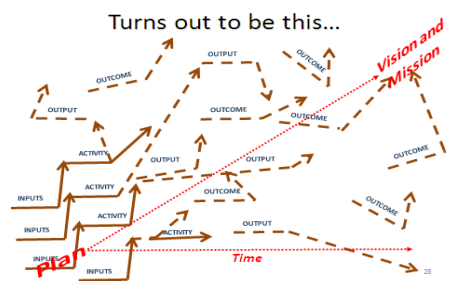


Turns out to be this...





Challenges of Tracking CD

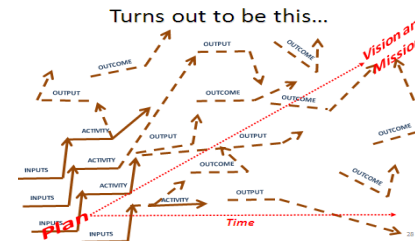


- Capacity development is about **performance** (i.e.) **learning process** in **individuals** and **change / transformation process** in **organizations** and **enabling environment**
- Developing **100 yards** of capacity (?) or capturing....

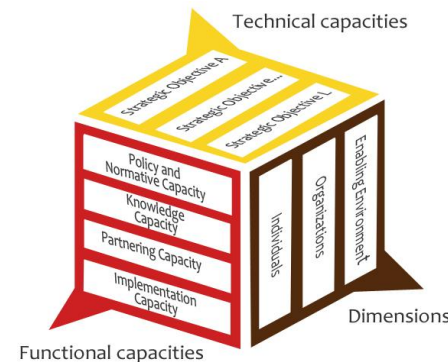
	complexity	relationships	Results
change			empowerment
process	ownership	systems	non-linear
	development effectiveness		performance
	change of behavior / practice		
learning	sustainability	political will / commitment	transformation

CD-Sensitive Results Framework

What is new?



- 3 CD dimensions & **Functional skills**



- Results „**Story**“ (iterative) vs. Results „Chain“

- ✓ **Learning** with accountability
- ✓ **Process** with products
- ✓ **Unexpected** with anticipated results
- ✓ **Qualitative** with quantitative
- ✓ **Observe** and measure

✓ **Participatory**





What constitutes a good CD Result (2)?

INDIVIDUALS

OUTPUT LEVEL

Did producers learn new knowledge/skills/ behaviors?

OUTCOME LEVEL

Adoption

Are trained producers actually applying new knowledge/ skills/ behaviors?

ORGANIZATIONS

Do organizations have improved mandates and systems in place ?

Performance

Are organizations delivering better services ?

ENABLING ENVIRONMENT

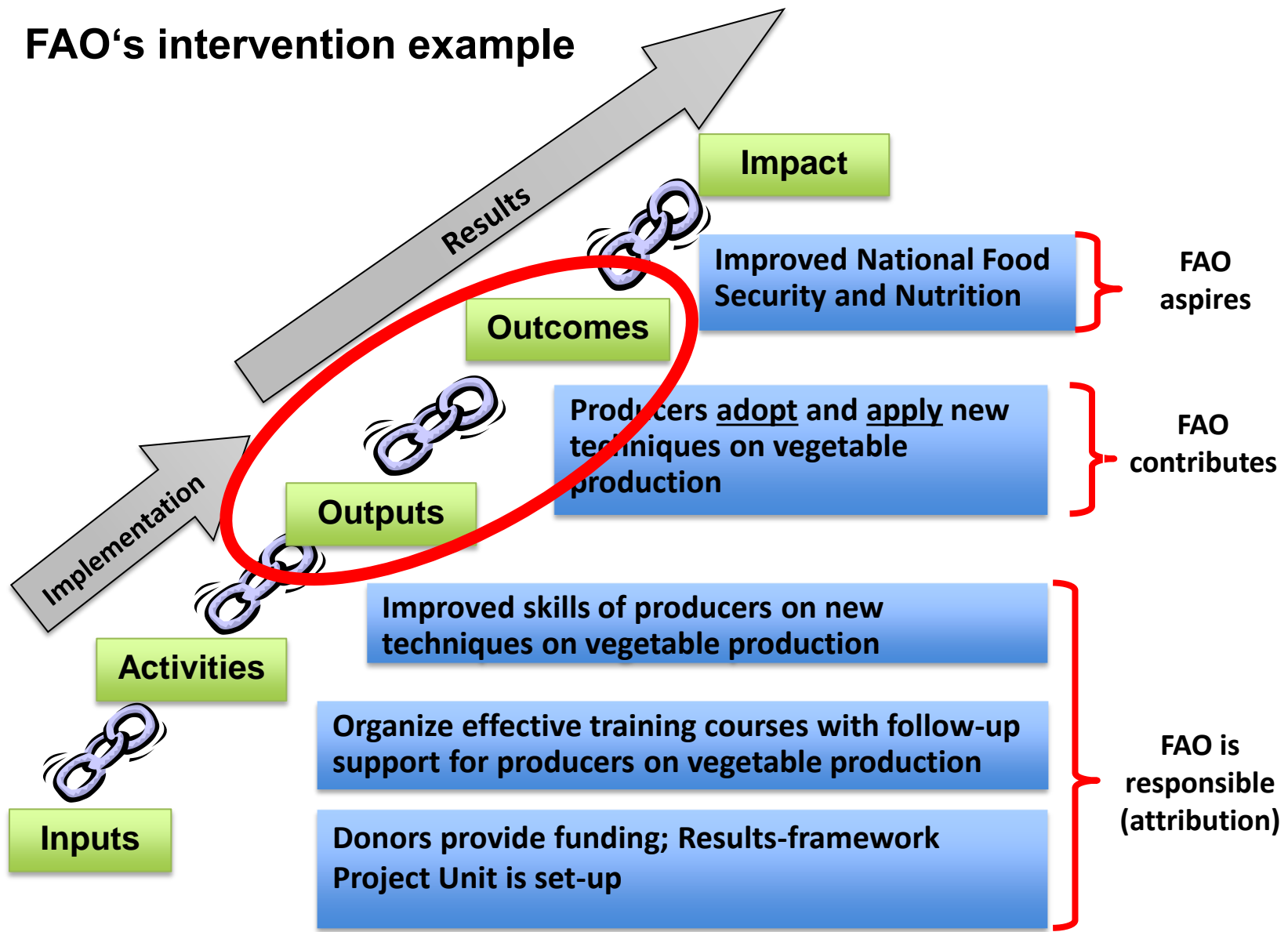
Are new/improved policies and frameworks in place?

Commitment, political will

Do policies and institutional frameworks allow implementation and sustainability of changes?

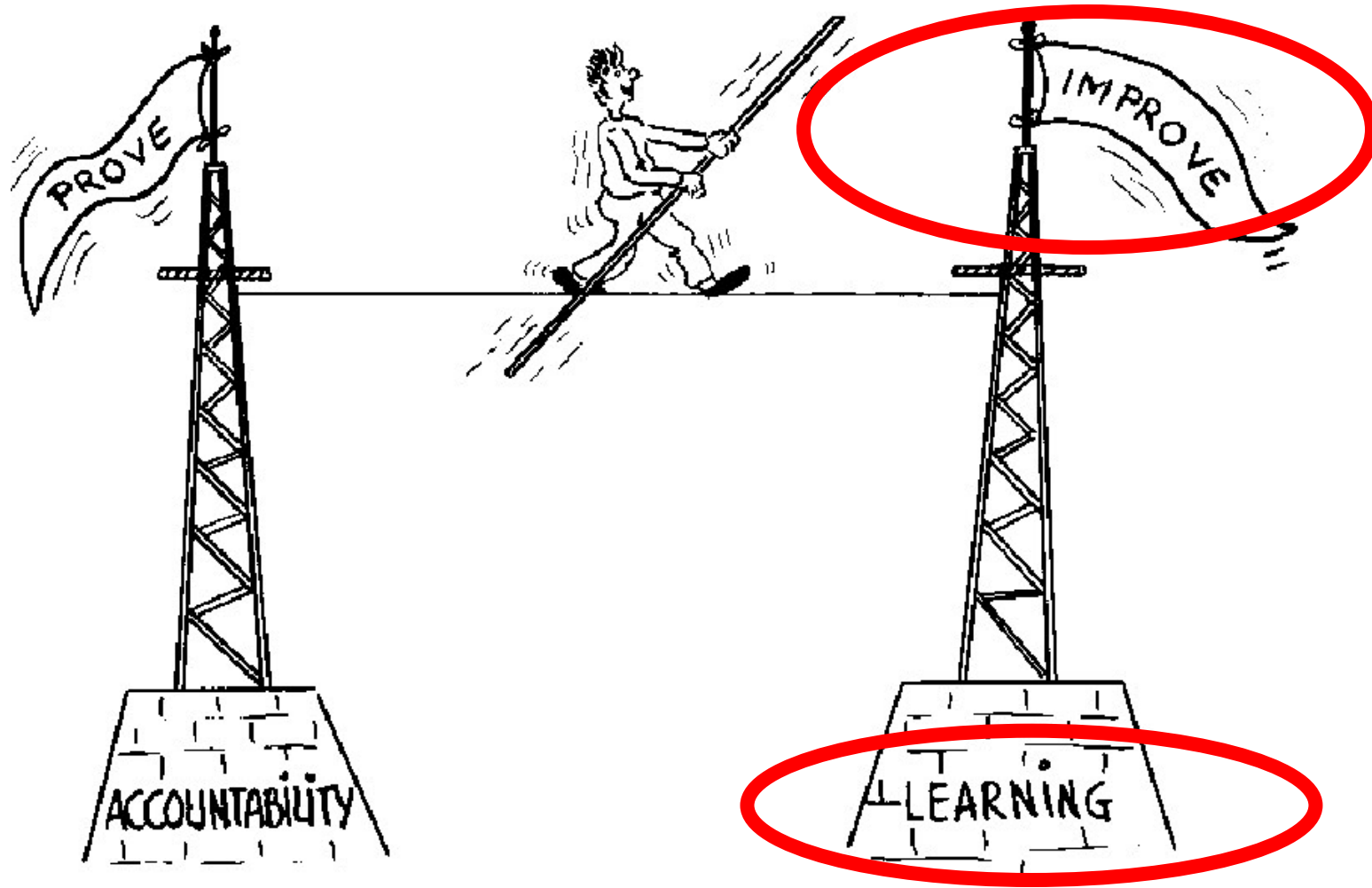
Managing for Results

FAO's intervention example





Monitoring and Evaluation- A Balancing Act



Emphasis on Monitoring / Steering

„Better to be approximately correct than exactly wrong“



Emphasis on Participatory Monitoring



WHAT DO YOU SEE?

- * an old lady...
- * or a young woman?

Continous **Participation** and **Common Understanding** of national and local stakeholders to

- ✓ verify context assumptions and **risks**
- ✓ enable **learning** for corrective measures
- ✓ nurture ownership for **sustainability**



KAP & MSC for Means of Verification

Knowledge Attitude Practice (KAP)

- approach to assess impact of knowledge and learning activities on individual's behaviour and practices
- captures a) Knowledge acquired b) Change in Attitude and c) Change in Practices

Most Significant Change (MSC)

- participatory storytelling technique to capture (unexpected) outcomes among beneficiaries and stakeholders
- Collect “significant change stories” with regular discussions and reflection



Complimentary to other techniques and approaches

SUSTAINABILITY: CHANGES ARE MAINTAINED AT THE END OF THE PROJECT/PROGRAMME

...for example:

New knowledge is incorporated in University curricula		New skills are utilized in regular tasks	
INDIVIDUALS			
Changes are embedded in existing practices (e.g. new consultation process)		Changes are anchored in existing structures and institutions (e.g. new job descriptions formalized)	
ORGANIZATIONS			
Policy upgrades are considered to support outcomes	Political will translates into actions and decisions	Provisions made in national budget to sustain outcomes	
ENABLING ENVIRONMENT			



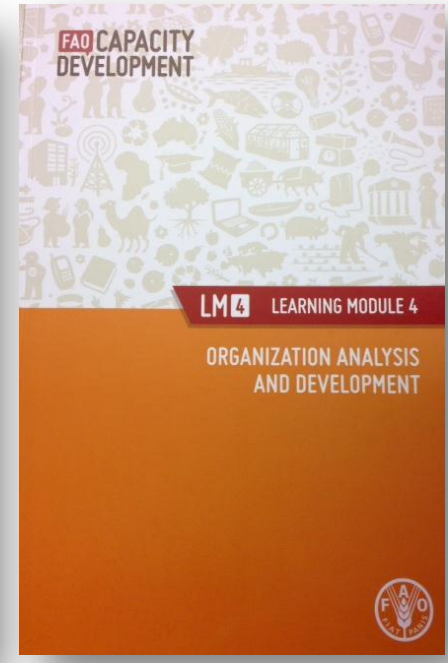
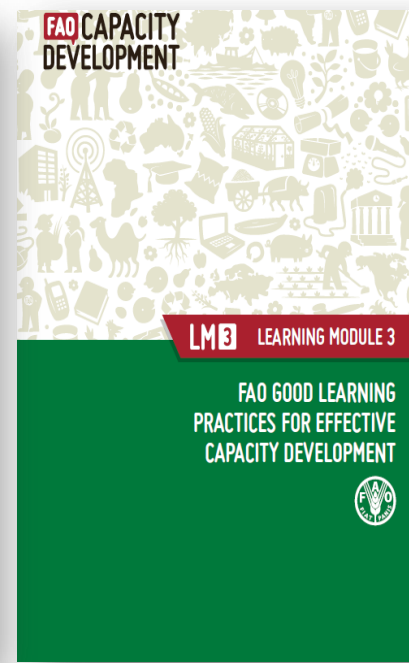
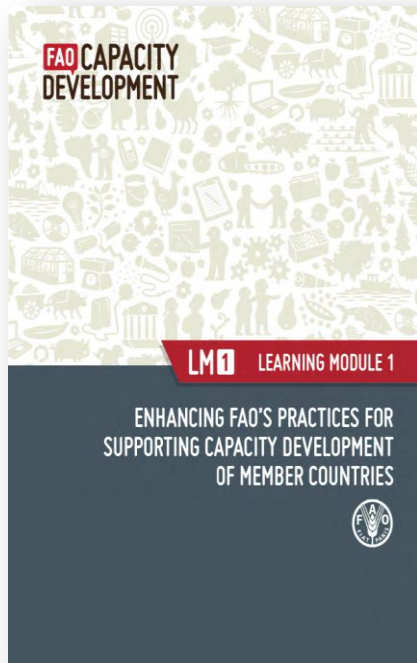


Objectives (Results Chain)	Indicators (Objectively Verifiable Indicators)	Data Sources (Means of Verification)	Assumptions (Risks)
Impact/ Goal			
Outcome			
Output			
Activity			

Operational Implications

- ✓ **Budgeting and staffing** for **qualitative M & E** with separate project activity for participatory assessments
- ✓ **Inception report / mission** ideal moment to conduct budgeted participatory capacity assessment for **baseline**
- ✓ **Donor agreement** on what should be measured (products or **change**) and why (accountability and **learning**)
- ✓ **Tracking: Ownership and mutual accountability** through **inclusion**

Visit FAO's CD Portal www.fao.org/capacitydevelopment to access and download the 4 practical Learning Modules on Good CD Practice





Adopting enhanced CD Practices- Learning by Doing

1. **FAO's Standard Operating Procedures evolved**
(e.g. Project Cycle, Country Programing Framework and new Strategic Framework)
2. **«Trained» over 150 FAO colleagues**
 - **Assessment (Baseline), Design, Track**
 - **-> Learning Modules & e-learning**
3. **Projects and Programs incorporation**
(e.g. EU Food Security Global Governance, Global Environmental Facility, [Climate Smart Agriculture](#))

And..... Country-Level Pilot in FAO Strategic Objective 1

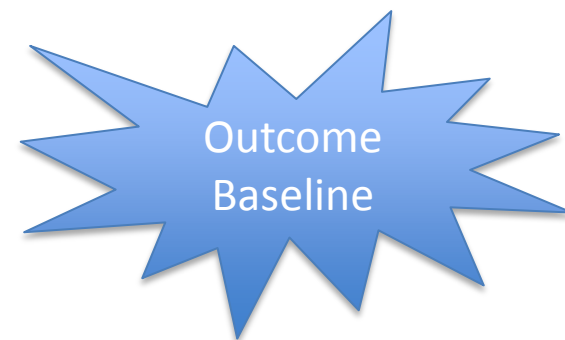


Country Food Security Commitment & Capacity Score Card

- **What?**- balanced score card to view level of **commitment** & **capacity** of stakeholders to act

1. Policies, programmes and legal frameworks

- comprehensive policies/strategies and investment programmes
- constitutional guarantee of the right to food



2. Human / financial resources & organizational performance

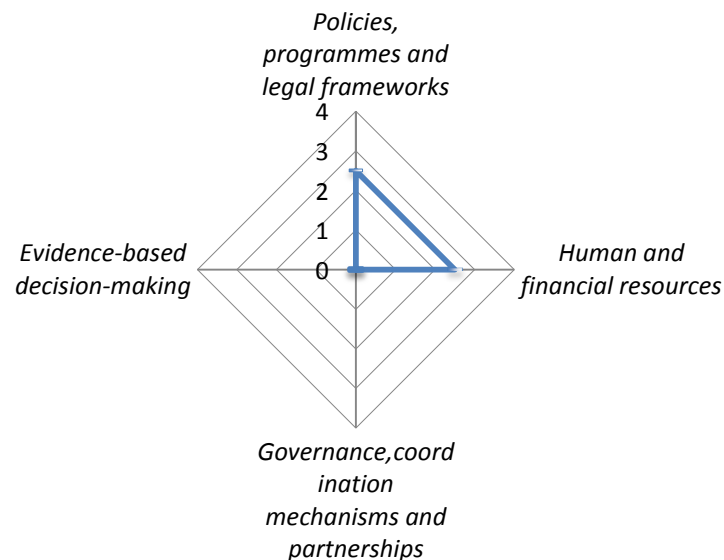
- financial / budget allocation
- human resources implementing capacity

3. Governance, coordination mechanisms and partnerships

- Accountability mechanisms
- Multi-stakeholder participation, civil society engagement and partnerships to implement

4. Evidenced-based decision-making

- FSN information system
- Mapping System



Theory of Change FAO's Strategic Objective 1

Strategic Objective:

FAO's contribution to the eradication of hunger, food insecurity and malnutrition

Organizational Outcomes:

Improvements that change agents bring about in the **enabling environment** for FSN in the form of policies and programmes, resource allocation and capabilities, governance and stakeholder coordination, evidence-based decision making

Outputs ("intermediary outcomes"):

Improvement in the **capacity of change agents** (stakeholders in the form of influential individuals or groups) for creating a more conducive enabling environment for FSN

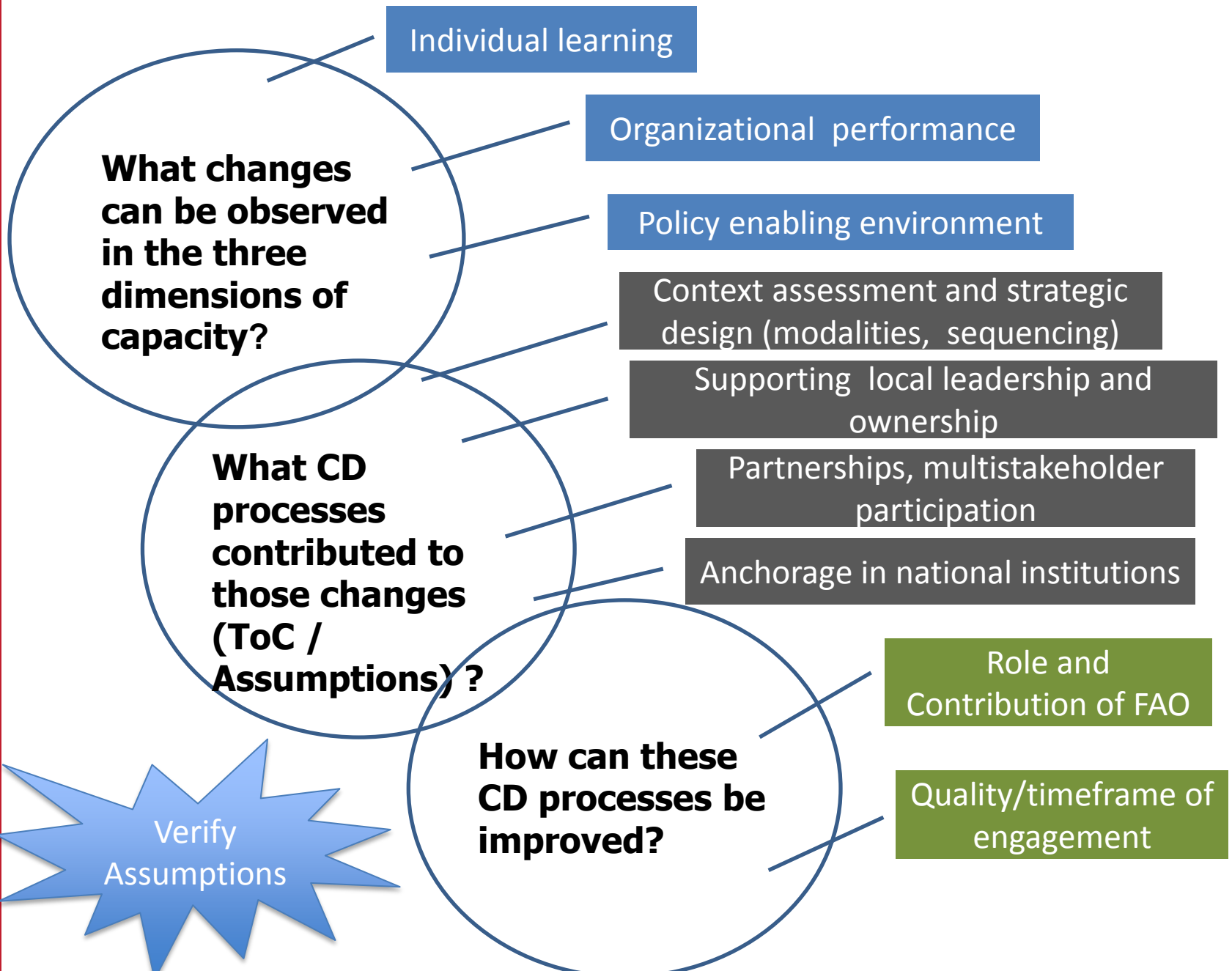
Products/Services:

Mix of immediate tangible and intangible benefits that FAO delivers through implementation of its 7 core functions with a view to **improve the capacity of targeted change agents**

CAPACITY DEVELOPMENT.....?

Contribution
Assessment

Suggested Approach and Results-Lens (work in progress!)





Thank you for your attention and participaton!