Evaluating Capacity Building : Building A Results Framework for A Development Agency

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Evaluating Capacity Building : Some Issues

- **Many development agencies grappling with the issue of how to assess capacity building initiatives**

- **How is the concept constructed? Do different constructions of the concept affect the type of results they get?**

- **To date, there is relatively little in the literature on established or acceptable ways to measure development agencies' capacity results**

Who Do You Target?

- **Common targets in literature: individuals, organizations (entities), and systems level**
- **The typology of targets for the IDRC study also includes networks and the state:**
  - ➤ **Individuals**
  - ➤ **Organizations**
  - ➤ **Networks**
  - ➤ **State**
  - ➤ **Societal (research users)**

Conceptualization of Capabilities

- **For each target there's a different capability**
- **How you construct the concept of capacity building and the results affects how you conceptualize capability**
  - ➢ **Functional (financial management)**
  - ➢ **Process (decision-making)**
  - ➢ **Research (writing a problem statement, using a different methodology)**

	Education & Training	Mentoring / Coaching	Networks / Networking	Face-to-Face Interaction
Individual	Applying learned methodologies	New ways of thinking/working	Linking with others in same field	Interacting with peers at forums
Organizational	Applying knowledge from SWOT to org	Using org'l learning/reflections for org'l dev	Linking with like-minded org's	Receiving invitations to events
Networks	Building long-term skills with scholarships	Peer learning, mutual support	Working with others on a regional/global level	Working with others on a regional/global level
Institutional / State	Recognizing the need to know more about research	Seeking advice/opinions from experts	Working with policy makers directly on the project	Working with other policymakers
Societal (users)	Using findings to influence policy	Working with researchers to establish relevance	Linking with other users (e.g., advocates)	Influencing others to reform or change policy

Concluding Comments

- **To date, we have been trying to understand the concept as it is applied to individual projects, not how it is used by development agencies**

- **Does it matter that there is no common or shared understanding of what capacity building is or means within an agency?**

- **Over the next year we will be looking at IDRC's results and the determinants of success**