Monitoring and Evaluation Framework (example)

At the outset of a project/intervention, the project team or the M&E officer should define a framework that includes key questions to map out the project results at all CD dimensions, these questions can serve as an annual review framework.

CD DIMENSIONS	M&E QUESTIONS		
	Design	**Output level**	**Outcome level**
INDIVIDUAL LEVEL	**In the project document** What areas are targeted by the CD efforts (e.g. technical skills and/or soft skill development in planning, budgeting, partnering, negotiating)? *Needs Assessment* Was a capacity needs assessment conducted for the trainees or project participants, and associated institutions? Was this linked to an institutional needs assessment (see organizations level) Did the project results matrix include clear baselines (e.g. number of permanent staff vs. contract, level of knowledge and capacity at beginning of project) and objectives in line with assessed risks? *Inclusiveness and participation* To what extent did the project, programme or CD intervention take into account the needs and views of <u>other relevant actors</u> in its design? What process was followed for this purpose? Including gender/youth assessment	**Learning** Did producers/ farmers or individuals in the institutions <u>learn or acquire</u> new knowledge/ skills/ behaviors? What new knowledge and skills did the targeted population acquire? <u>Technical capacities or skills</u> might include: - Good agricultural and manufacturing practices to increase productivity - Pest management - Knowledge on microfinance - Resilience practices to reduce risks related to adverse climate conditions <u>Functional capacities or soft skills</u> might include: - Collaboration - navigate complexity - reflect and learn - Negotiation *Diffusion of Knowledge* Was the training of trainers performed at central and decentralized levels? (in line with the results chain and linkages with the organization dimension)	**Use /Adoption** What changes, in terms of attitudes and practices can be identified as a contribution from the CD intervention? Examples: - More openness to working together and collaborating > Improved social cohesion as a result of the work carried out under the project (community level) or improved collaboration amongst divisions (at institutional level) - More openness and recognition by men on the importance of women's participation and contributions to decision-making processes > increased women participation in decision-making processes at local development committees, in farmer associations, schools and at household level Are trained producers actually <u>applying</u> new knowledge/ skills/ behaviors? To what extent did farmers/ producers <u>improve</u> their production level (productivity) and increase their income?

Suggested tool to monitor capacity development

ORGANISATIONAL LEVEL	*Needs assessment* Was an institutional needs assessment conducted? If so, were the institutional needs (e.g. planning) linked to individual capacity building plans? Was information on staff rotation and evolution captured as part of the needs assessment? (important for the sustainability strategy)	Do organizations (government institutions/ farmer organizations) have improved mandates and systems in place? If so, which ones? Due to the increase in awareness there is an improvement in stakeholder ownership which impacts policy instruments and effectiveness of the organization (stakeholder ownership plays a role in clarifying and raising demands)	Are the institutions' development strategies and programmes reaching and benefiting a wider group of beneficiaries (up-scaling)? Is the institution supporting key beneficiaries to implement their knowledge (improved institutional support at field level)?
ENABLING ENVIRONMENT LEVEL	Business and regulatory environment: Are there any changes that have increase the efficiency of the state in the provision, financing, and regulation of the sector as a result of the project? (e.g. Is there a change towards a devolution to actors better placed to deliver those functions and are the right accountability mechanism put in place (from implementer to regulatory). *Risks* Did the needs assessment analyze issues such as: incentive for compliance, administrative capacity, risks, corruption, and political stability?	Are there new/improved policies and frameworks in place? What type of process was followed for the formulation or revision of new and existing policies and frameworks?	**Policies, political will** What results or changes in terms of capacities can be seen as a result of the process followed for the formulation or revision of policies and frameworks? (indirect capacity development) What results or changes can be seen at community and household level as a result of the new/improved policy implementation? (e.g. better inter-institutional coordination and collaboration between government at central and departmental level) Is the new/improved policy linked to adequate allocation of resources and financing for its implementation? (Sustainability)