Building Blocks of CLEAR's Capacity Development Strategy

Change Agents – Capacity Outcomes – M&E Capacity Development Activities

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Author: CLEAR Secretariat
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www.thecleariniative.org

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Table A: Change Agent Examples
*Below is a framework of **typical** change agents (stakeholders) who are typical targets for collaboration with CLEAR.*

Category	Levels		
	Executive Level	**Managerial Level**	**Technical/Professional Level**
Parliament	☐ Parliamentarians	☐ Senior Aids ☐ Senior Committee Staff	☐ Analysts ☐ Program staff
Ministry ☐ National ☐ Regional/Provincial	☐ Ministers ☐ Vice Ministers	☐ Managers ☐ Program leaders	☐ Analysts ☐ Program staff
Government Agency ☐ National ☐ Regional/Provincial	☐ Agency Heads ☐ Directors	☐ Managers ☐ Program leaders	☐ Analysts ☐ Program staff
Civil Society Groups / NGOs	☐ President ☐ Directors	☐ Managers ☐ Program leaders	☐ Analysts ☐ Program staff
Academia	☐ Presidents/ Chancellors ☐ Deans	☐ Department Chairs	☐ Professors ☐ Research staff ☐ Program staff
Other			

Table B: Intermediate Capacity Outcomes
These are examples of intermediate capacity outcomes from the World Bank Institute's Capacity Development Framework that informed CLEAR's theory of change.

Category	Examples for each category
1. Raised awareness	• Participant understanding of an issue or situation improved • Participant attitude improved • Participant confidence improved • Participant motivation improved
2. Enhanced skills/knowledge	• New skills/knowledge acquired • New skills/knowledge applied
3. Improved consensus/teamwork	• Discussion initiated/resumed/activated • Participatory process initiated/expanded • Consensus reached • Action steps/plan formulated/improved • Collaboration increased/improved
4. Enhanced networks	• Discussion initiated/resumed/activated • Participatory process initiated/improved • Informal network(s) created/expanded • Formal partnerships or coalitions created/expanded
5. Strengthened coalitions	• Stakeholders involved in process • Policy/strategy needs assessment completed • Stakeholder agreement reached
6. New implementation know-how	• Implementation steps formulated • Monitoring and evaluation plan/process designed • Pilot program produced valuable lessons-learned which are fed-back into the program/project

Table C: M&E Capacity Development Activities

Below is a framework for capacity development (CD) activities that that CLEAR centers consider in their work with stakeholders. Capacity development is more than training, and this table below illustrates just some of the different options you may consider if you are building M&E capacity in your organizations and with your stakeholders. This framework is not static and will evolve as CLEAR and M&E capacity building more generally both evolve.

Categories	Definitions	Sample Activities
☐ **Training**	Delivery of learning events (face-to-face/F2F and electronic media), such as courses, either directly or with national, regional or global partners. Could involve direct delivery by centers and/or co-sponsorship with others (e.g., CSOs) who are leading the training.	☐ F2F courses, seminars, workshops ☐ E-learning courses ☐ Webinars, short videos on a topic (e.g., logic models) ☐ Training conferences ☐ Other:
☐ **Knowledge Exchange (Sharing)**	Facilitate and support exchanges of information among practitioners on global, regional, and local M&E topics and issues. *Knowledge Exchange* is differentiated from *Training* in that the *Knowledge Exchange* participants have a primary role in knowledge flows, whereas in *Training*, the knowledge flow comes mostly from facilitator(s)/ trainer(s)/ presenter(s) to participants.	☐ Roundtables, conferences, forums, knowledge fairs ☐ Study tours or expert visits where exchanging information and lessons is key (emphasis is on participant sharing more than facilitator/ trainer/ presenter-led exchanges) ☐ South-south learning exchanges ☐ Communities of practice ☐ Other:
☐ **Advocacy, Promotion**	Advocate or promote - directly or indirectly – for an initiative to support the advancement of M&E or some related change process. It could involve supporting – financially, technically, or in some other manner – groups that would implement the advocacy work.	☐ Media campaigns ☐ Public speaking ☐ Commissioning and publishing research ☐ Polls ☐ Filing of an amicus brief ☐ Convening other advocates, change agents ☐ Direct lobbying ☐ Other:
☐ **Leadership Development**	Leadership development of M&E practitioners and also of policymakers using M&E resources. Promote the development of leaders who will support M&E and PM practices in their own organizations and/or for the wider communities (e.g., M&E communities of professionals, villages, etc.).	☐ Building of leadership skills for individuals and teams (communication, positive relationships, dealing with conflict, influencing others, problem solving, ethics, goal setting, etc.) ☐ Leadership case studies ☐ On the job learning ☐ Organizing citizen/community campaigns ☐ Identifying and grooming potential leaders, including among minority or disadvantaged populations ☐ Strategy development ☐ Mentoring/coaching
☐ **Technical Assistance (TA) and Organization Capacity Building** *(Advisory / Development / Maintenance)*	Provide technical assistance (typically involving advisory services, development support, and or maintenance) to assist organizations (national, sub-national, government, civil society, etc.) to help build their M&E capacity across a range of areas. These technical assistance areas could include, but is not restricted to, M&E planning, technology (e.g., M&E systems),	☐ TA support to government agencies ☐ TA support to CSOs building out M&E functions ☐ Strategic planning ☐ Other:

Categories	Definitions	Sample Activities
	training/course content development, delivery of learning and knowledge events in partnership with these organizations, and strategic planning.	
☐ **Evaluations, Assessments, Project Advisory**	Conduct evaluations or other assessments directly and/or in partnership with others. Assist with design of M&E aspects of projects, programs or policies under development. Give advice on choices of methods.	☐ Evaluations ☐ Needs assessments ☐ Development of logic models, indicator plans, surveys, etc. ☐ Other:
☐ **Diagnostics**	Work with partners to diagnose and advise on M&E systems, policies, methods in place or to be developed, etc. This work will often (but not only) involve analysis of national, regional/state, or municipal M&E systems and the vertical and horizontal interplay of systems.	☐ Advice on M&E systems (e.g., MIS, indicators to track, exchanges and use of info collected) ☐ Recommendations on methods, approaches and so on ☐ Other:
☐ **Knowledge Resources**	Assemble ideas and knowledge into knowledge tools. Purpose will be to expand on M&E research (e.g., on methods, tools, etc.) and experiences (e.g., of country experiences with M&E systems)	☐ Books ☐ Journals (sponsorship and contributions to) ☐ Policy notes ☐ Case studies ☐ Reports/studies ☐ Toolkits ☐ Website development/support ☐ Blogs ☐ Applications ☐ Other:
☐ **Networks/ Communities of Practice (COP) / Partnership/ Association Development** *(Advisory / Development / Maintenance)*	Create, administer or sustain networks/ CoPs/ partnerships/ associations of M&E practitioners (e.g. by playing a "connector" role and bringing stakeholders together, by providing the "space" using social networking platforms, etc.), in real time over sustained periods. Includes support and cooperation for associations/networks. Different types include: those where people come together without much of a web presence (e.g., national associations); those that also have a strong web-based presence (e.g., RELAC); those that are networks of networks (e.g. IOCE); etc. The networks generally have a formal structure (with documented objectives, scope and membership).	☐ National/regional M&E supports (e.g., AfREA, SAMEA, RELAC, etc) ☐ Contributions to other M&E associations and/or initiatives (e.g., IOCE, EvalPartners, 3ie, etc.) ☐ Participate in standard setting (e.g., certification efforts, etc.) ☐ Contribute to professionalization of M&E as a field ☐ Support to association websites for sharing and connecting people on M&E topics and issues ☐ Other:
☐ **Grants, Competitions and Awards** *(Development and Implementation)*	Support and manage local grants and competitions for the furtherance of M&E in different settings. Encourage the sharing of innovations (e.g., M&E system development). Provide awards for good practices.	☐ Develop and/or administer grants and competitions (e.g., on the behalf of centers, with donors, etc.) ☐ Sponsor awards to policymakers/agencies who are promoting M&E. ☐ Other:
☐ **Other**		☐