7. Monitoring and Evaluation of Capacity Building
7.1 Introduction

There is much debate and mystification about Monitoring and Evaluation in general and for Capacity Building in particular. How can we practically measure the progress and impact of capacity building in NGOs?

Main purpose of using Monitoring and Evaluation in Participatory Capacity Building is to create maximum learning out of the process. Monitoring and Evaluation are proposed to be systematically contributing to capacity building itself: to create stronger organisations that understand themselves better and that are capable of using internal information to adapt capacity building strategies.

In Participatory Capacity Building we focus mainly on qualitative and subjective methods of monitoring and evaluation. Although the initial Participatory Capacity Assessment (using POET) provides “hard statistical evidence” of the organisation’s capacity these remain the subjective perceptions and judgements of the people involved. The results mainly refer to indicators, which cannot easily be quantified.

Although some people might like to see more quantifiable and objective indicators being used this calls for a great deal of caution. Very often the ‘wrong’ objectively verifiable indicators might be chosen, which do not tell us anything about the real issues in the organisation. You might end up collecting massive amounts of useless data, without keeping in mind our focus question: what provides most learning to the organisation?

This chapter tries to demystify Monitoring and Evaluation of Capacity Building by providing some tools to develop capacity indicators, to manage capacity building follow-ups, to facilitate focused qualitative evaluation sessions and to guide a more comprehensive Participatory Capacity Building Impact Assessment using the general methodology from the Participatory Capacity Assessment.

Tools in this chapter build on the results from capacity planning of an organisation. Some of the methods used in this chapter are based upon the Technology of Participation® (ToP®) Participatory Project Management processes developed by the Institute of Cultural Affairs (ICA). It uses some of the materials in the Appendices and files on the PCB cd-rom.
7.2 Developing a Monitoring and Evaluation System

Introduction

Before implementation of capacity building activities a system for monitoring and evaluation should be developed. Such a system may include indicators of capacity building, means of verification, sharing of monitoring responsibilities, ways of documentation, timing of feedback cycles and planning of impact assessment.

The Monitoring and Evaluation System should be comprehensive in the sense that it must cover the different levels of the intervention: efficiency of the used inputs and outputs, effectiveness of the results and impact of the whole intervention. At the same time the system should not add too much new workload on the shoulders of the involved staff.

Since many organisations already have systems for monitoring and evaluation of projects it might be difficult to convince them of the need to develop yet another M&E system. The time and energy put into it must be proportional to the benefits and learning of the organisation. Therefore we propose that whenever possible the organisation should try and use data that is already collected for other purposes.

This process of developing a system for monitoring and evaluation of capacity building can be facilitated in group sessions or being done as assignments for different task forces or sub-groups. Following are some facilitator’s instructions to be used in the different steps of the process. They may be tailored to the specific situation a facilitator finds himself in.

As part of the Monitoring and Evaluation System we propose a full Participatory Capacity Assessment should be done at the end of a Capacity Building Process. This can be the start of a new cycle.

1. Formulate indicators of success

Objective of this step is to develop appropriate measurable indicators of success and means of verification that will allow the organisation to track progress of capacity building making use of available sources of information.

Main activity in this step is to define appropriate indicators of success and means of verification for the Strategic Capacity Building Directions.

Indicators of success should be SMART:
- Specific: concrete about the quality of output or effect we desire;
- Measurable: concrete about the quantity of the output or effect;
- Appropriate: linked to the specific strategic direction or capacity area;
- Realistic: attainable by capacity building in real terms, not an illusion;
- Time specific: concrete about the time when the indicator must be achieved.

Focus of the indicators for monitoring and evaluation is on the Capacity Building Directions and Implementation Plans that are formulated in the Feedback and Planning Workshop and Implementation Planning Workshop.

Each Strategic Capacity Building Direction was made up out of several action arenas (see example on page 76). For each direction the organisation formulated implementation plans (3-year and 1-year timelines, see example on page 86), which included a “Victory”. The Victories consists of the results that will be accomplished by the particular strategic direction. These may be specified and refined as indicators of success.
Facilitator’s instructions:  
Indicators of Success and Means of Verification

- Have people work in groups focusing on one strategic capacity building direction.
- Each group discusses the intention of the strategic direction and action arenas, as well as the “Victories” from the implementation plan that they try to accomplish. Discuss which capacity areas are covered by this strategic direction.
- Reach consensus in the group on 5-10 indicators of success for that strategic direction. Try to be SMART: Specific, Measurable, Appropriate, Realistic and Time specific.
- For each indicator define the means of verification. This should include the method of data collection, the type of ‘documentation’ it produces and the people involved.
- Have indicators of success and means of verification presented to the capacity building group or staff.

Example:

| Strategic Direction: Build strong network relationships for sustainable projects |
| Victory: To see high target group participation in sustainable projects supported by valuable network relations. |
| Indicators of success: |
| 1. After 1 year to have the needed policies and skills in place for effective partnering |
| 2. After 1 year to have the needed policies and skills in place for Participatory Project Management. |
| 3. After 3 years to be positively evaluated by at least 80% of the target groups on their level of participation. |
| 4. After 3 years to see an increase of 200% in the number of active community groups |
| 5. After 3 years to have 5 new effective and active strategic alliances. |
| Means of verification: |
| 1. Policy documents of management; qualitative evaluation of skills of involved program officers. |
| 2. Policy documents of management; qualitative evaluation of skills of project officers. |
| 3. Participatory evaluations of involved project communities by project staff (as part of regular 3-year evaluation system.). |
| 4. Existing annual project evaluations done by project staff. |
| 5. Partnership documents in place; qualitative evaluation meetings with partners. |

2. Develop Monitoring & Evaluation Plan

Objective of this step is to create an overview of monitoring and evaluation activities at different levels of the capacity building process and get clarity on the roles and responsibilities of involved staff.

The following categories of monitoring and evaluation activities can be helpful to create this overview:

- Primary data collection: interviews, observation, etc.;
- Secondary data collection: reviewing existing reports or evaluations;
- Progress meetings: meetings to follow-up activities, review efficiency and share data;
- Qualitative monitoring & evaluation: meetings to determine the level of effect and impact of activities based on judgement of participants.

Facilitator’s instructions:

- Categorise the different means of verification into monitoring & evaluation activities of the same methodology.
- For each strategic capacity building direction, put the activities on a timeline, starting with the first year (compare: 1-year timeline of Implementation Planning, page 86).
- Specify the different people who will be involved in the activities.
- Agree on the main responsible person for monitoring and evaluation of each strategic capacity building direction.
- Share monitoring and evaluation plans within the organisation.
7.3 Tracking Progress: Follow-up Meetings

Introduction

The capacity building process is ongoing and dynamic. For the process to be successful there is need for regular updates of information, co-ordination and resolve of issues.

This calls for regular meetings to follow-up activities. These meetings may also be used to develop certain capacity areas, induce specific skills or knowledge or to do qualitative monitoring and evaluation.

These meetings should not just be gatherings of people who share their bits and then return to business as usual. Follow-up meetings must be inspiring learning events that will maintain the momentum of capacity building.

Follow-up meetings need thorough preparation and facilitation. On the next page you find a general format for a follow-up meeting that can be tailored to specific situations.

As for the frequency of follow-up meetings, this should of course be in conjunction with the Monitoring and Evaluation Plan. However, as a rule of thumb capacity building follow-up meetings could be held on a quarterly basis to keep the momentum, to see to it that activities take place and to show that capacity building is taken seriously.

This session uses the “Follow-up Meeting”, a session that is part of Technology of Participation® (ToP®) Participatory Project Management (PPM), a process developed by the Institute of Cultural Affairs (ICA).

Preparation

1. Setting of agenda

Obviously the first step in the preparation will be to explore issues that need to be discussed and to set the agenda for the meeting. Input for this will come from the Monitoring and Evaluation Plan, as well as from other members of the capacity building team.

2. Setting the objectives

For each part of the meeting there is need to clarify the objectives:

- **Rational Aim**: What is the outcome or product you expect from each part of the meeting?
- **Experiential Aim**: What is the intended inner impact of each part? How do you want the participants to experience the meeting?

3. Inviting the participants

Given the set agenda, who needs to participate in the meeting in order to reach the rational and experiential aims? These might be the usual capacity building team members with additional guests.

4. Preparing the process

Given the set rational and experiential aims the facilitator should carefully choose specific methods for each part. These may be focused conversations, consensus workshops, presentations, qualitative monitoring & evaluation, team study, practice, role-playing etc. The facilitator may very well delegate some parts to co-facilitators or team members.

5. Practical preparations

Make sure that all materials are available and the meeting space set up conveniently.
**CONTEXT**  
*Set the Stage*

1. Review Agenda of Meeting.
2. Add items from capacity building team members or task groups.
3. Brief focused conversation as check-in:
   - What were highlights since the past meeting?
   - Where did members feel discouraged?
   - What are the major issues on the agenda?
   - What are some of the anticipations for the meeting?

[8 minutes]

**RATIONAL AIM**  
*Exchange capacity building team updates and information, co-ordinate as needed, resolve issues and agree on next steps.*

**EXPÉRIMENTAL AIM**  
*Be inspired by the progress, motivated to continue and confident of success.*

**TRACKING THE ACTIONS**  
*Get Informed*

1. Capacity building teams / Sub-group reports.
2. Actions initiated since the last meeting.
3. Accomplishments.
4. Blocks or challenges.
5. Breakthroughs.
6. Needed focus.

[30 minutes]

**MOVING THE PROCESS FORWARD**  
*Addressing the Issues*

The heart of the meeting involves whatever is needed for the capacity building team to move ahead. This might include:

- Sub-group work;
- A consensus workshop (e.g. to develop new directions, to do further analysis, preparing a report or policy paper etc.);
- Qualitative monitoring and evaluation;
- Research;
- Training.

[60 minutes]

**FINAL CHECK SIGNALS**  
*Determine the Actions*

1. Assignments.
2. Next meeting.
3. Announcements.

[15 minutes]

**TOTAL TIME: 2 hours**

**RESOLVE**  
*Confirm the Resolve*

Brief focused conversation on the meeting and the team’s accomplishments and anticipations:

1. Focus the group by reviewing the agenda and listing the commitments made in the meeting.
2. Where were you really involved in today's meeting?
3. Where was energy low?
4. What is something new you learned today?
5. What is the major accomplishment of this meeting?
6. To what extent did we achieve our objectives and anticipations?
7. What is missing?
8. What are next steps?

[7 minutes]
7.4 Qualitative Monitoring and Evaluation

**Introduction**

In the capacity building process different types of monitoring and evaluation activities will take place. Qualitative Monitoring and Evaluation is a participatory way to evaluate the performance or effect of any part of the capacity building.

The process focuses on one aspect or indicator only and it takes a group through a process of marking and commenting this particular aspect. The end product is a balanced group report including ways forward.

Qualitative Monitoring and Evaluation workshops may be held with any group of participants involved in the capacity building activities. They can be staff of the organisation, but also community groups or target groups of the NGO’s projects.

An outline and example of a Qualitative Monitoring and Evaluation Workshop can be found on the next pages.

This session uses the “Qualitative Monitoring and Evaluation Workshop”, a session that is part of Technology of Participation® (ToP®) Participatory Project Management (PPM), a process developed by the Institute of Cultural Affairs (ICA). The tool is based on the “H-form”, a method for monitoring and evaluation, developed by Andrew S. Inglis, PLA-Notes 34, February 1999.

**Preparation**

1. **Clarifying the topic**

First step in the preparation is to choose and clarify the topic, that is the indicator of success than needs to be monitored or evaluated. Indicators will already be specified in the Monitoring and Evaluation System, but in the course of the capacity building process new topics may have come up.

*For example the indicator of success “After 1 year to have the needed policies and skills in place for effective partnering” can be evaluated in a workshop.*

2. **Define the scope workshop**

After choosing the topic or indicator it must be clear what will be the boundaries of the monitoring and evaluation exercise: which activities or products are subject to the exercise; who were involved?

*For example to monitor and evaluate the partnering the workshop may specifically deal with the newly developed policies and procedures on partnerships and the training of management and staff on partnering, lobbying and advocacy.*

3. **Invite participants**

Given the subject and scope of the workshop, who should be participating in the monitoring and evaluation exercise?

4. **Prepare the facts**

To enable the participants to give an “objective” judgement it is important to collect supporting information that provides some background to the subject.

*For example an abstract of new policy papers on partnering may be included or an overview of training results can be prepared.*
## CONTEXT
**Set the Stage**

1. State the purpose or aim of the qualitative Monitoring and Evaluation Workshop.
2. Briefly outline the process and time frame of the workshop.
3. Set the topic of the evaluation and direct the group's thinking by introducing the topic and workshop question.
4. Introduce the “facts” of the topic: what strategic capacity building direction is the indicator part of? What activities have taken place? What are products that are result of the activities?
5. Have all individuals place their individual score on the 0-10 score line.  
   [20 minutes]

## OVERVIEW: QUALITATIVE MONITORING & EVALUATION

### Rational Aim:
To evaluate an indicator of success and make recommendations to the process.

### Experiential Aim:
To create commitment and ownership to the Capacity Building Process.

### BRAINSTORM
**Generate Ideas**

1. Individually list 3-5 negative and 3-5 positive reasons for their score. Select most important 2 positive and negative reasons.
2. Meet in mini-teams to share ideas and write each reason on a card.
   (10-20 positive and negative ideas are needed from the whole group.) Write 1 idea per card, write big and 3-7 words.

   [15 minutes]

### GROUP
**Form New Relationships**

1. Pass up first round of clearest **positive** reasons (right side).
2. Form 2-5 pairs of similar reasons.
3. Ask for cards that are different and develop groups.
4. Discern focus of each group of negative reasons by quickly giving a 1-2 word tag.
5. Mark remaining cards with tag and pass up.
6. Continue same process for **negative** reasons (left side).

   [20 minutes]

### CONCLUDE
**Discern the Consensus**

1. Have the group to decide on a group score based on all opinions.
2. As a group, brainstorm ways forward, in which the capacity can be improved.
3. Discuss ways forward and decide about next steps to be taken.

   [20 minutes]

### RESOLVE
**Confirm the Resolve**

1. Focus the group by reading all the title cards of negative and positive reasons, the group score and ways forward.
2. What seems the most critical about this topic?
3. What made you feel appreciated?
4. What appears to be the central issue in this area of capacity building?
5. So, just what have we decided?
6. Who will record these outcomes?

   [15 minutes]

**Total time: 1 hour 30 minutes**
Facilitating the Qualitative Monitoring & Evaluation Workshop

Context
In the workshop context the topic or indicator of success should be clarified to the group. Together with the group the workshop question is then formulated. A quick presentation about the “facts” of the particular topic can be given. At this stage all participants mark their individual scores along the score line: how do they mark the indicator on a 0-10 scale?

Brainstorm
Objective is to generate many points that support or bring down the score. Individual brainstorming followed by small team work seems to be most helpful to create a variety of ideas that are already shared between participants.

Grouping
The participants do not have to agree or disagree with any of the reasons that people have brought up. Key is to gain more insight and understand the different opinions by grouping them and giving them a quick tag name.

Conclude
Discerning the consensus about the score and deciding the ways forward should be easy when all opinions are already shared and discussed. This part of the session can also differ according to the specific aim of the workshop.

Resolve
Allow the group to step back, look at the results and reflect upon the decisions taken.

Visual Overview of the Qualitative M&E Workshop

These outcomes can easily be transferred into a report without losing any detail or changing any words or symbols people have used to record their own views and ideas. This can be done on a single flip chart paper or drawing it on A4.

With smaller groups (2-10 people) a single flip chart paper with adhesive “post its” notes can be used for this workshop instead of the ‘sticky wall’. On the flip chart a “H-shape” can be drawn to create the spaces for scoring, negative and positive reasons and ways forward.
**Introduction**

After about a year it is necessary to do a more comprehensive evaluation of the effect and impact of the Capacity Building activities. For this exercise a series of Qualitative Monitoring and Evaluation workshops may be held, with each of the 7 capacity areas as single topics. This would allow the organisation to score the effect of activities in each specific capacity area, analysing the positive and negative aspects of it and looking at ways to improve the capacity in the future.

Another way of doing an impact assessment would be to use the original Participatory Capacity Assessment results as a point of reference to assess whether improvement in capacity areas has been made. In this section we present the outline for this workshop, which builds on the methodology used in the Participatory Capacity Assessment.

This Participatory Capacity Building Impact Assessment may be repeated on a yearly basis.

After a period of about 3 years (or at the end of the planned activities) it is needed to repeat a full Participatory Capacity Assessment, followed by a new Feedback and Planning Workshop and Implementation Planning Workshop. This will give new input to the ongoing capacity building efforts of the organisation. Refer to Chapters 2. and 3. for these processes.

**Preparing the NGO**

The Impact Assessment should be part of the developed Monitoring and Evaluation System. The staff involved in the capacity building activities has been part of ongoing follow-up meetings and other monitoring and evaluation activities.

In order to be ready for the Impact Assessment information on the different implemented activities of all the Strategic Capacity Building Directions must be available. To make a balanced Impact Assessment it is therefore needed to have the key informants about the activities present at the assessment.

Other participants to be invited can be members of the management and board or people from peer organisations of the capacity building cohort.
Practical Preparations

Needed Materials
- 20+ empty flip charts
- Markers (brown, green, blue) for all participants
- At least 50 empty half sheets as empty cards for recommendations
- “Sticky Wall” / or other means of presenting and grouping cards with ideas (e.g. using masking tape, adhesive spray mount etc.)
- Impact Assessment Questionnaires and Impact Score Sheets copied for all participants (see appendix K. and L. or cd-rom).

Flip charts to be prepared
- Introduction
- Objectives and anticipations
- Ground rules
- Overview of Strategic Capacity Building Directions and Action Arenas
- For the context of impact assessment of each capacity area: an overview with the items in that capacity area, the Capacity Score (from the initial Participatory Capacity Assessment) and the analysis of the PCA results (from the Feedback and Planning Workshop report).

Workshop Program

8.30 Welcome and Introduction
9.00 Assessment 1: Human Resource Management
10.30 Break
10.45 Assessment 3: Equitable Participation
11.30 Assessment 4: Sustainability of Program Benefits
12.15 Assessment 5: Partnering
13.00 Lunch
14.00 Assessment 6: Organisational Learning
14.45 Assessment 7: Governance / Strategic Management
15.30 Break
15.45 Ways Forward in Capacity Building
16.30 Closing Reflection
7.5.1 Introduction to Impact Assessment

In 30 minutes cover the following topics:
1. Introduction of the Impact Assessment
2. Objectives of the workshop
3. Ground rules
4. Context to the process

1. Introduction

Capacity is defined as the ability of individuals and organisations to perform functions effectively, efficiently and sustainably. Capacity is the power of something (a system, an organisation, a person) to perform or to produce.

Capacity areas of our organisation that we have considered are:
- Human Resource Management: how we deal with staff
- Financial Resource Management: getting and dealing with money
- Equitable Participation: involvement of target groups
- Sustainability of Program Benefits: how our projects impact
- Partnering: effective liaisons with other stakeholders
- Organisational Learning: sharing and learning from information
- Strategic Management / Governance: looking at the bigger picture

Since the beginning of our Capacity Building program we have been working in most of these areas to improve our level of capacity.

This impact assessment is to establish what progress we have made looking at the activities in all capacity areas and assessing the effect of them on our organisational capacity. Focus is on the effect or impact that our efforts have had on our work, and not so much on evaluation of capacity building activities itself.

2. Objectives and Anticipations

Objectives of this Participatory Capacity Building Impact Assessment:
- To review Capacity Building activities;
- To assess the impact on the organisation’s capacity areas;
- To make recommendations for Strategic Capacity Building Directions;
- To make recommendations for Implementation Planning.

Write down the group’s anticipations for the impact assessment on a flip chart. Both the objectives and the anticipations will be checked in the closing reflection.

3. Ground rules

In order for the impact assessment to be successful the group needs to be open for discussion and sharing of ideas.

Some ground rules for participants we would like to propose:
- Participate in the discussions
- Leave space for others to contribute
- Be open and sincere about the effect and impact of activities on the organisations capacity
- Base your impact scores on your own experiences, opinions and reflections of group discussions
- (add more ground rules from the group)

Everything that will be said during the discussions must be regarded as confidential. All impact scores will be handled with strict anonymity.
4. Context to the process

During the assessment we will discuss and assess the impact on each of the 7 capacity areas in the same way. The assessment of each capacity area will take about 30 minutes.

First step is to look back at our initial Participatory Capacity Assessment results. What was the capacity score of this area and what did it mean?

Second step is to establish the link between the capacity area and the Strategic Capacity Building Directions. This will allow us to see which activities have taken place to build the capacity in this area. We will discuss which activities went on well and also where we found difficulties on our way.

Third step is to define the major accomplishments of the activities: what positive contribution did they make to improve our capacity in this area? Here we also want to discuss other factors that might have contributed positively and negatively to our capacity in this area.

Finally the group will be asked to score the impact on the specific capacity area on their scoring sheets.

After the discussions we will also make recommendations for future capacity building activities.

During discussions some notes on flip chart will be made for quick referral. Everybody is encouraged to contribute to the group discussion. Please try to stay focused to the specific topic at hand since other topics will probably be dealt with later.

Make sure all participants have a copy of the Impact Assessment Questionnaire and Impact Scoring Sheet (see appendix K. and L. and the PCB cd-rom).

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Scoring Sheets

After each discussion we will all individually score the impact of the capacity building efforts on the capacity area using the scores sheets.

The question for scoring is: **What has been the impact from the capacity building activities on this capacity area?**

Use the following scale to establish your score:

1. The Capacity has severely decreased  
2. The Capacity as decreased  
3. The Capacity has remained more or less the same  
4. The Capacity in this area has improved  
5. The Capacity has very much improved

So, for instance after the discussions on Human Resource Management, if you feel the capacity in this area has remained more or less the same you might give this item a "3" on your scoring sheet:

These scores are given individually and anonymously after the group discussion. The scoring team will calculate the group scores from the individual scores.
7.5.2 Impact Assessment of Capacity Areas

**CONTEXT**
1. Introduce the capacity area by reading through the different items that make up the area.
2. What was the initial capacity score for this area?
3. Which capacity items scored very high and which very low?
4. What was the analysis made during the feedback and planning workshop?

**OVERVIEW OF IMPACT ASSESSMENTS**

**Rational Aim:** To evaluate the impact of capacity building activities in one capacity area and make initial recommendations.

**Experiential Aim:** To create inspiration for and learning on capacity building efforts.

**OVERVIEW OF CAPACITY BUILDING ACTIVITIES**

1. Which strategic capacity building direction(s) is this capacity area part of?
2. Brainstorm all the capacity activities that have taken place in this area over the past year on a flip chart.
3. Discuss about the activities: which went on well, which were difficult.

**DETERMINE ACCOMPLISHMENTS**

1. What are outcomes that are result of the activities?
2. What positive contribution did they make to improve our capacity in this area?
3. What other factors might have contributed positively or negatively to our capacity in this area?
4. What remain the critical issues or problems in this capacity area?

**ESTABLISH IMPACT**

1. Looking at the initial capacity score in this capacity area, what has been the impact from the capacity building activities?
2. Have all individuals make their individual scores on the score sheets.
3. Calculate the group impact score.

**RESOLVE**

1. Discuss the group impact score: does it seem reflect the discussions?
2. As a group, brainstorm ways forward, in which the capacity can be improved.
3. Write these recommendations on ½ sheets: 1 idea per card, 3-7 words per recommendation, write big.

These recommendations will be used in our final discussions on ways forward.

Total time: 45 minutes
IMPACT ASSESSMENTS OF CAPACITY AREAS

Facilitating the Impact Assessment of Capacity Areas

Context
- It is critical that participants are familiar with the items in the capacity area that is being discussed.
- It is sometimes helpful to have participants read through the items of a capacity area in the Impact Assessment Questionnaire individually, in pairs or as a group.
- Be sure to have a copy of the initial Participatory Capacity Assessment results at hand, including the analysis made during the feedback and planning workshop. It might be helpful to present a summary of the scores and analysis on a flip-chart or hand out.

Overview of Capacity Building Activities
- Here we focus on the relationship between the particular capacity area and the Strategic Capacity Building Directions. It might be helpful to have an overview of the strategic directions and the different action arenas at hand.
- Brainstorm of the implemented activities can also be done by reviewing quarterly or annual reports or by presentations of capacity building team members responsible for this area.
- Briefly discuss the activities: what went well and what was difficult? At this point this is simply to provide some more background information, without making a thorough analysis.

Determine accomplishments
- Emphasis is on the effect of the activities rather than the mere outputs or results of them. What did they mean to our capacity in this area?
- Also other contributing factors should be explored as well as the current level of capacity in this area: critical issues or problems.

Establish Impact
- In this step it is critical that all member are well informed to score the impact of the activities on the capacity in this area. When the discussions have provided sufficient information, members can directly put their individual scores on their score sheets.
- Have participants make their scores on the score sheet as well as on a separate piece of paper. Collect these scores immediately and calculate the group score by adding up all the scores, dividing the total by the number of participants and then multiplying the outcome by 20. You now have the total standardised impact score for this capacity area. For example: if the total of all individual scores in one area is 28 and there are 8 participants the calculation of the Impact Score is \((28 / 8 = 3.5) \times 20 = 70\).
- At a later stage the facilitator or scoring team can use the PCB Impact Calculator to verify this Impact Score and to calculate the consensus score (see the last part of this section).

Resolve
- Briefly discuss the group impact score to see if it reflects the initial discussions. This is simply to acknowledge the diversity of viewpoints and common judgements.
- The recommendations made at this point will give input to the part on ways forward to make specific changes in Strategic Capacity Building Directions or proposals for Implementation Plans.
Grouping the Recommendations

Objective of this part is to synthesise the different recommendations according to similar strategic capacity building directions.

- Review the different strategic capacity building directions and action arenas: are they clear to everyone?
- Divide all cards with recommendations over 3-5 sub-groups. Give each group a “mix” of recommendations from different capacity areas.
- Pass up a first round of clearest cards from each group and put them randomly on the wall. Ask for questions of clarity.
- Have the participants cluster the recommendations according to the same strategic direction. Look for similar intention of the recommendations rather than similar methodology.
- Pass up a second round of most different cards and put them on the wall.
- Continue clustering them according to the same strategic direction.
- Pass up remaining cards and put in the right cluster.

Naming Ways Forward

This step aims at reaching consensus on the intention of the recommendations and will smoothly lead into developing next steps.

- Talk through the largest cluster of recommendations first.
- What are some of the key recommendations in this cluster? What seems to be the way forward that we recommend?
- Give the cluster a 3-7-word title that answers the question: How can we improve our Strategic Capacity Building Directions and Actions to increase the impact of our efforts?
- Repeat naming for remaining clusters working to the smallest cluster. If energy of the group is low, have sub-groups do the naming step and check for consensus of the names in the plenary.

Next Steps

- What are some implications of our recommendations for the work of the Capacity Building team, the Strategic Directions and the Implementation Plans?

Total time: 45 minutes
Let’s take some minutes to reflect on this day and to close the meeting.

**Objective level questions**
- What are some phrases or words you remember from the sessions?
- What were some activities you took part in?
- What else do you remember from today?

**Reflective level questions:**
- Where were you most involved?
- What was less interesting?
- What was a highlight of today?

**Interpretive level questions**
- What did you learn about the impact of our Capacity Building activities?
- What was important about this Impact Assessment?

**Decisional level questions**
- How will this Impact Assessment help us to increase the impact of our capacity building efforts?
- Look at the workshop objectives and anticipations: have they been achieved?
- What will be our next steps?

Thank you for participating in this Impact Assessment. We will document the results and have it distributed in the organisation.

**Total time: 15 minutes**
7.5.5 Calculating Impact Assessment Scores

**PCB Impact Calculator**

The PCB Impact Calculator is a software application using MS Excel sheets to calculate the results from the Impact Assessment.

To start, open the empty Impact Calculator on your computer from the folder where it is stored or from the PCB cd-rom (filename: PCB Impact Calculator). This will automatically start MS Excel and open the file in the overview sheet. Since the file is ‘read-only’ you will have to save the file immediately under a new name by clicking on “file > save”.

The empty Score File consists of 2 Excel sheets, which can be entered by clicking on the tab of the sheets at the bottom of the screen:
- The “Overview” sheet gives an overview of the calculated impact and consensus scores and a graphical representation of the results.
- The “Data” sheet is used to enter the scores from the individual score sheets.

An example of a completed PCB Impact Calculation can be found on the PCB cd-rom.

**Calculating the scores**

Use of the PCB Impact Calculator is similar to the PCA Score Calculator:

- Enter the general information in the “Overview” sheet: the name of the NGO (cell E1), the date of the assessment (cell M1), the period which is being assessed (e.g. the last year, in cell M2) and the number of respondents (cell N3). This number of respondents is used in the calculations.

- Enter the individual scores of the respondents in the “Data” sheet in columns B, C, D etc. in cells 5 downward. Each respondent has scores on the 7 capacity areas, so simply copy the scores of one respondent in one column.

- The total Impact and Consensus Scores will automatically be calculated on the “Overview” sheet (cells E+F 5-11). The graph will also automatically be plotted when the scores have been entered.

- Keys to interpret the scores can be found on the “Overview” sheet.

- Print the “Overview” sheet to include in the Impact Assessment documentation.