



Capacity Development in  
Sustainable Water  
Management

# Monitoring and Evaluation Environment

Training workshop on the application of MELP tools Delft, 23 – 25  
April 2014

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# Capacity development for what?

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What do we want to  
achieve?



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Can we just believe in  
change?



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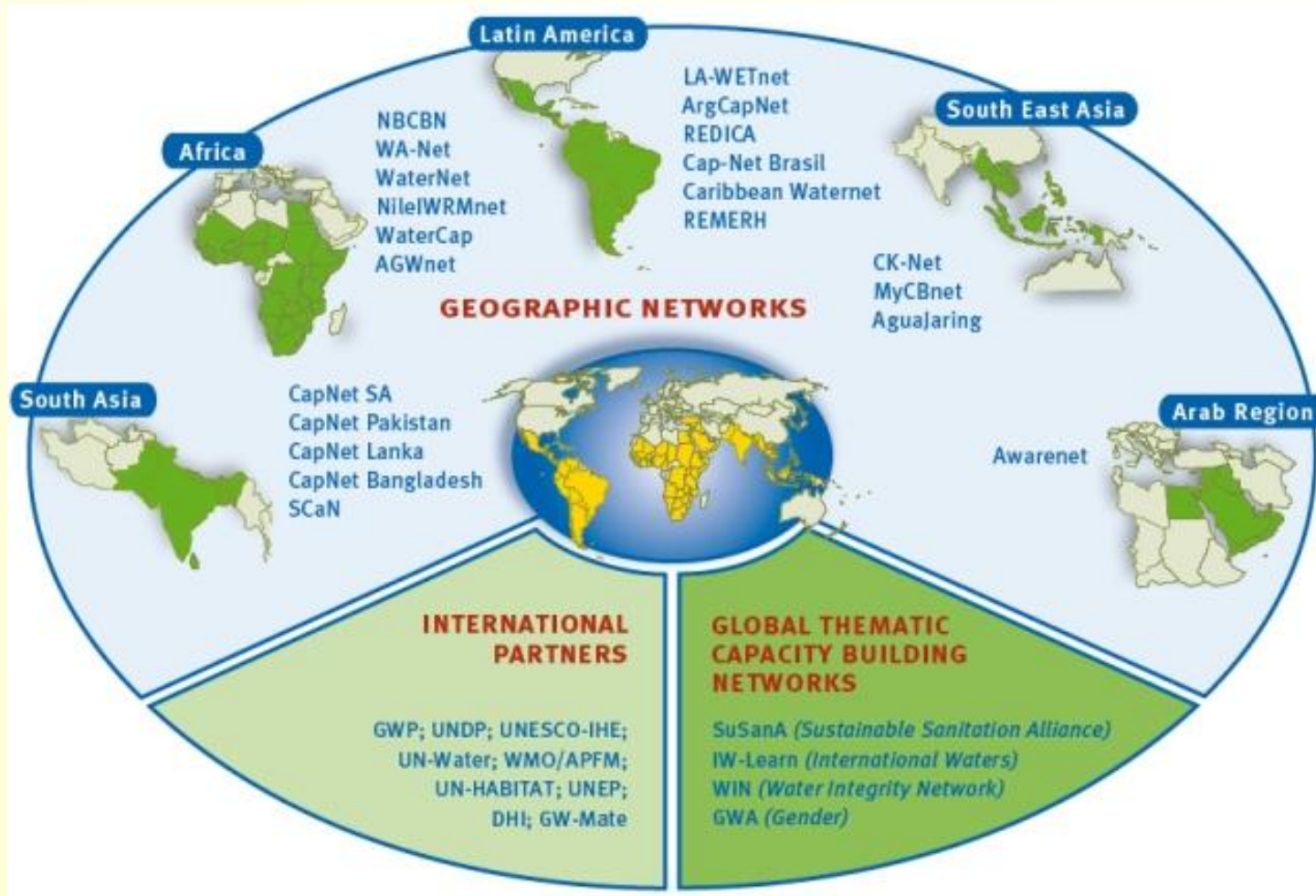
How do we connect  
capacity development  
and change?



- Are we connecting the pieces correctly?
- How can we tell?



# One Global Network: One Global Accountability



## Message

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We need to monitor  
and evaluate our  
work

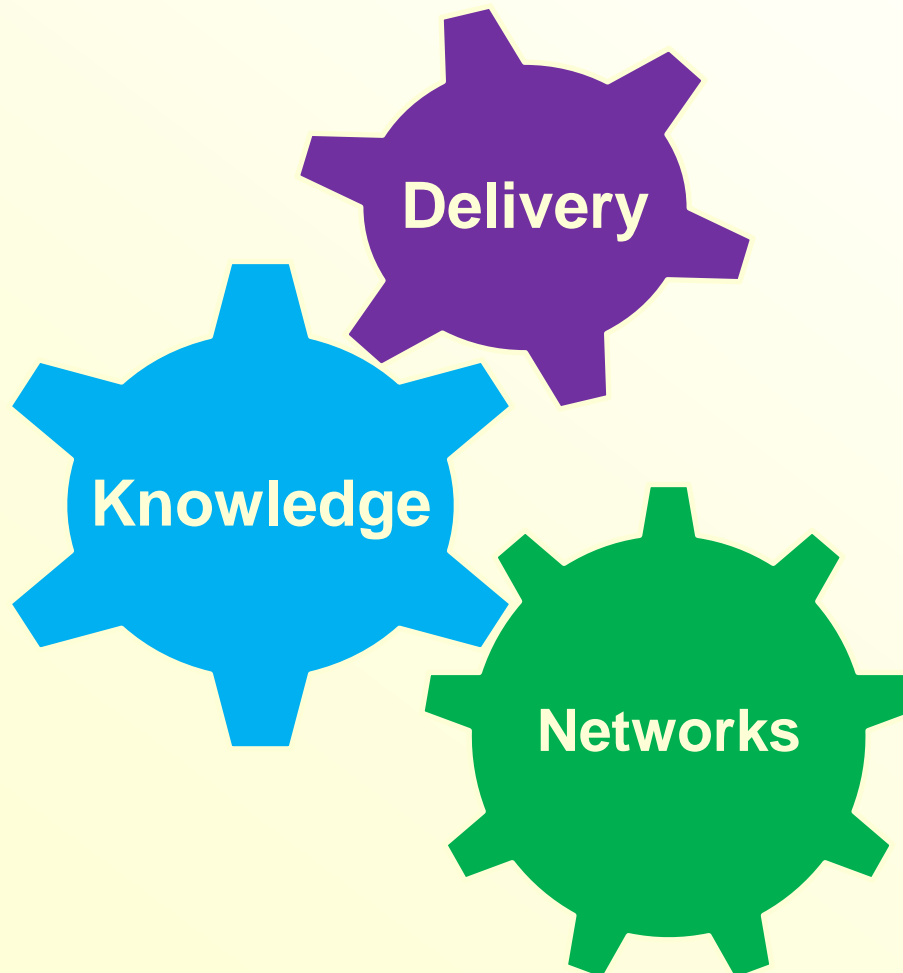
## Monitor frameworks

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- Indicators assessment using the Logical Framework Analysis (LFA) of the project document:
  - Result area 1: Capacity developed
  - Result area 2: Networks in place (including ToTs)
  - Result area 3: Knowledge management (materials, partnerships)

## Outcome mapping principles

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## Outcome mapping principles (1)

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1. The development process is complex, open and dynamic: It is very difficult to assess impact, and assessing long-term impact does not necessarily provide the kind of information a programme requires to improve its performance.
  
2. Most development activities involve multiple factors and actors: Therefore, monitoring and evaluation of results should **focus on contribution and not attribution**.
  
3. Development is characterised by non-linear causality: However well thought out were the original objectives and the plans to achieve them, in a development environment you cannot control all variables; specific results are substantially unpredictable.

## Outcome mapping principles (2)

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4. Development is about social actors relating to each other and their environment. Outcome mapping emphasizes the **central role people and organisations play in the process of development.**

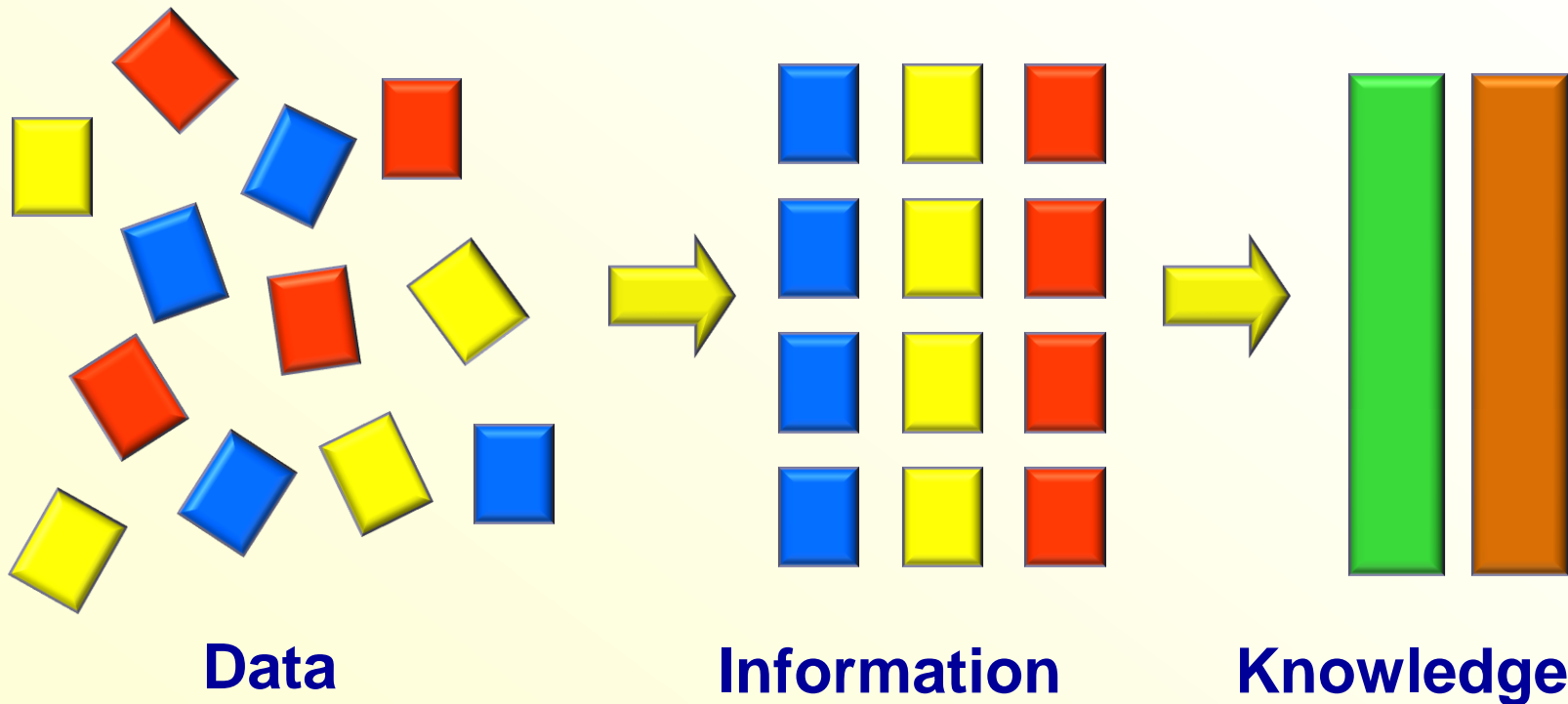
5. The focus of monitoring and evaluation shifts away from assessing development **changes in states or conditions of well-being, towards looking at changes in the behaviour, relationships, actions and activities of the people, groups and organizations** with whom a development program works directly.

## Monitor outcomes of our work: “The MELP”

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- In network development:
  - Work plans, activity reports, members list, leverage capacity, network management (Tool 1)
  - Measuring Logical Framework Approach (LFA) (Tool 4)
  - Network management performance (Tool 5)
- In Capacity Development Delivery & Knowledge Management:
  - Number of activities, participants, gender balance, partners, leverage contributions, participants evaluations (Tool 2)
  - Outcomes of courses, case studies, training materials, meetings (what happened?) (Tool 3)

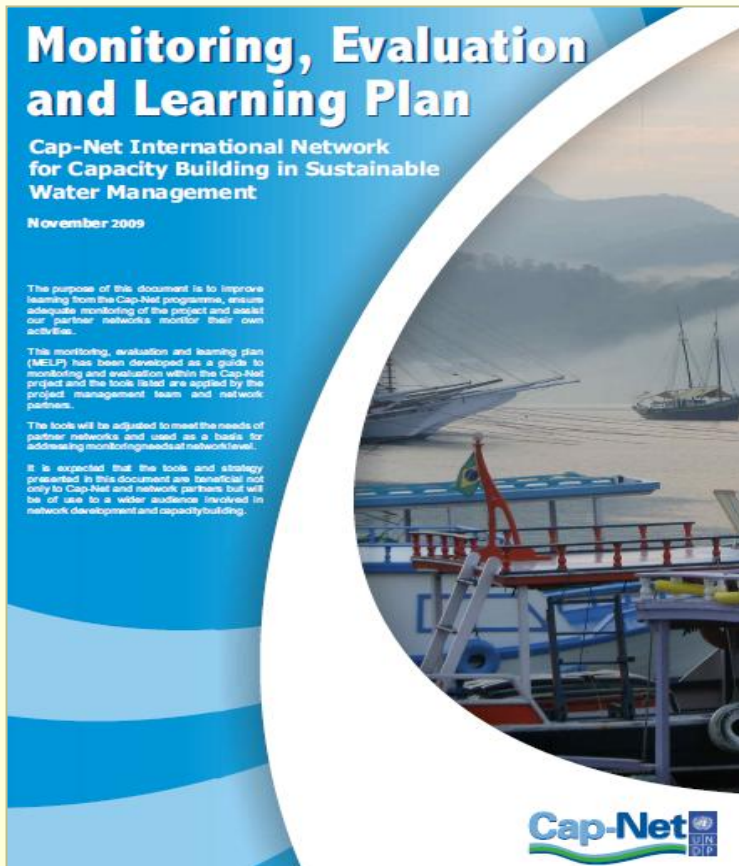
## Type of contents and their evolution\*



\* Mercedes Jones, UdeSA, Buenos Aires , Argentina (2013)



# “The MELP”



Looks familiar?

Why are we having such a hard time to implement it?

[cap-net.org](http://cap-net.org)

Let's think about it?

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What is best for Cap-Net as a global programme and for each network individually?

[www.cap-net.org](http://www.cap-net.org)

## Discussion points for now...and the next two days (1)

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- Sharing good experiences in implementing the MELP: which are best practices and recommendations?
- What is keeping us behind (difficulties)?

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## Discussion points for now...and the next two days (2)

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- Should we agree on the use of common tools and templates? (e.g. course evaluation forms; participants lists; monitoring courses participants)

[www.cap-net.org](http://www.cap-net.org)

## Discussion points for now...and the next two days (3)

### SMALL CONTRACT FOR SERVICES Ref. 260913/00075517

This Contract is made on **26 September 2013** between the United Nations Office for Project Services ("hereinafter referred as UNOPS"), and **Fondopara la Protección del Agua (FONAG)**, an organisation duly constituted under the laws of **Ecuador** (hereinafter referred as "Contractor"). In consideration of the promises contained in this Contract and subject to the UNOPS Conditions of Services hereby incorporated by reference as Annex I, the Parties agree as follows:

**1. SCOPE** The Contractor shall perform services ("hereinafter referred as Services") as specified in the Statement of Work ("SOW") attached as Annex II and hereby incorporated by reference. Unless otherwise provided for in this Contract, the Contractor shall furnish all the technical and administrative support, human resources, materials and equipment necessary to complete the Services.

**2. PERIOD** The Contractor shall commence the performance of the Services in **26 September 2013** and shall complete the Services by **31 December 2013**.

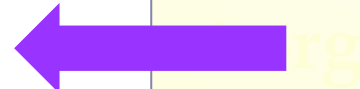
**3. PRICE & PAYMENT** In full consideration for satisfactory completion of the Services, UNOPS shall pay the Contractor a total amount not to exceed **US\$15,160 (Fifteen thousand one hundred and sixty United States dollars.)**. The price of this contract is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Contractor in the performance of the contract.

The Contractor shall submit invoices for the work done as follows.

- > on submission of a final course programme and participant list **\$11,000** and
- > maximum the outstanding amount with the final technical and financial reports

**4. INVOICES** UNOPS shall effect payments to the Contractor after acceptance by UNOPS of the original invoice and one copy for the appropriate amount together with whatever supporting documentation may be required by UNOPS. Within thirty (30) days of receipt and acceptance of the invoice by UNOPS, payment shall be made to the following Bank account of the Contractor:

Should we  
modify the  
conditions of  
contracts?



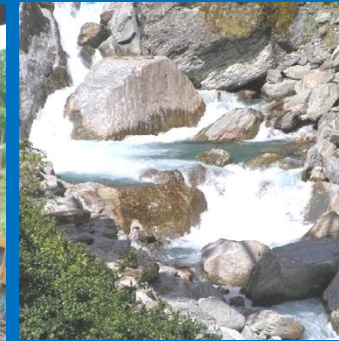
# Next Steps

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- Open discussions and consensus building during these 3 days
- Working group on Network's Support follows up on necessary developments

[www.cap-net.org](http://www.cap-net.org)

Thank you



[www.cap-net.org](http://www.cap-net.org)