

Capacity Building

MEASURE Evaluation works globally to help host-country agencies collect, analyze, and use data to strengthen health and population programs

MEASURE Evaluation works with Monitoring and Evaluation (M&E) Units, M&E professional practitioners in the field, and regional training institutions to increase in-country individual and institutional technical/managerial capacity and resources for the identification of data needs and the collection, analysis, and communication of appropriate information to meet those needs. To achieve this goal we work at three different levels – system, organizational, and individual – providing customized technical assistance interventions to assess and address specific capacity gaps and needs.

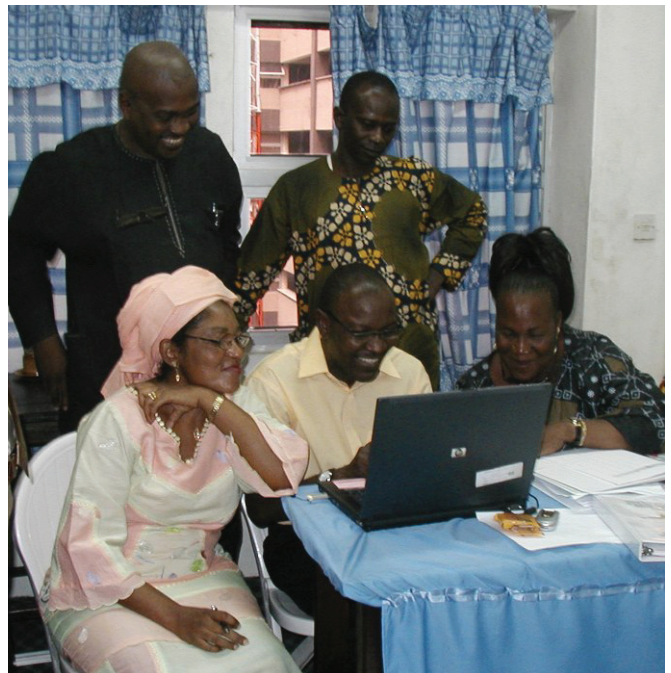
At the system level, MEASURE Evaluation:

- Carries out assessments of national and sub-national M&E systems
- Supports the development of national and sub-national M&E system operational plans
- Implements selected capacity building interventions proposed in such work-plans

At the organizational level, MEASURE Evaluation works to strengthen technical, management, and leadership capacity for M&E units to:

- Identify data needs
- Collect, analyze, and interpret data
- Use evaluation results for program improvements and accountability, including donor reporting
- Develop, implement, and assess the performance of M&E plans
- Strengthen the capacity of the five regional training institutions to become centers of reference for M&E in their regions

At the individual level, MEASURE Evaluation works to expand and strengthen human capacity in M&E through:



- On-the-job mentoring and coaching M&E of professional practitioners at the national and sub-national levels as part of collaborative technical assistance
- Short-term workshops in M&E (regional and in-country)
- Pre-service training in M&E Master's Programs
- Distance learning
- Follow-up and on-going support of trainees and graduates through a web-based forum/community of practice

In Phase III, MEASURE Evaluation has expanded its capacity building (CB) efforts to include organization development (OD). OD "is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational



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strategies, structures, and processes for improving an organization's effectiveness." By including OD in the CB portfolio, MEASURE Evaluation intends to be even more effective at the organizational level, reinforcing key management systems where needed and increasing use of proven leadership practices in helping teams to achieve their identified objectives.

The CB efforts of MEASURE Evaluation are operationalized through four primary lines of action:

CAPACITY BUILDING THROUGH TECHNICAL ASSISTANCE

We consider every TA an opportunity to improve M&E capacity. Even TA with no explicit CB component provides opportunities for transfer of technical skills and MEASURE Evaluation has developed approaches for realizing the CB potential of TA. The explicit planning and implementation of CB activities, however, remains a critical component of creating organizationally, financially, and technically sustainable M&E. For TA with explicit CB components, MEASURE Evaluation offers a facilitated organizational strategic-planning process as a way to assess and enhance the M&E capacity of national and sub-national M&E systems. This process brings stakeholders together to define performance objectives, identify capacity strengths and gaps, and develop measurable action plans to address the prioritized gaps.

STRENGTHENING REGIONAL TRAINING PARTNERS

MEASURE Evaluation works to strengthen five regional universities and training organizations to improve their technical and organizational capacity for offering sustainable training programs in M&E, provide M&E TA in their regions, and conducting evaluation studies. Our training partners are:

- The School of Public Health and the Institute of Population Studies, Addis Ababa University (AAU) in collaboration with the Ethiopian Public Health Association in Ethiopia
- Centre Africain d'Études Supérieures en Gestion (CESAG) in Sénégal
- Instituto Nacional de Salud Pública (INSP) in México
- Public Health Foundation of India (PHFI) in India
- University of Pretoria School of Health Systems and Public Health (UP) in South Africa

HUMAN RESOURCES DEVELOPMENT IN M&E THROUGH TRAINING, DISTANCE LEARNING, AND COMMUNITIES OF PRACTICE

To meet the growing demand for professionals with M&E skills in developing countries, MEASURE Evaluation will continue offering short-term workshops on M&E of public, health, and nutrition and HIV/AIDS programs, impact evaluation, routine health information systems (RHIS) and special topics, and we will continue supporting pre-service training through M&E tracks in established Master's-level programs. These activities are implemented in close collaboration with our training partners.

Trainee Database and Forum Development – The M&E trainee tracking system follows-up with participants of the regional M&E workshops and graduates from the Master's programs and is the foundation of a directory of human resources to support the development of M&E communities of practice.

Distance Learning Support – Through its Monitoring and Evaluation Network of Training Online Resources (MENTOR), MEASURE Evaluation makes on-line courses and training materials on M&E topics available free of charge for use by researchers, program managers, trainers, policymakers, students, and other public health professionals. These materials have been developed by global experts in order to provide state-of-the-art information on M&E topics.

PARTICIPATION IN GLOBAL CB WORKING GROUPS

MEASURE Evaluation continues to participate in international networks and working groups to support the process of global harmonization of CB approaches and tools. As an example, MEASURE Evaluation participates in the UNAIDS MERG CB Technical Working Group, which led to the development of the Guidance on Building the Capacity of National HIV M&E Systems and the National M&E System Capacity Assessment Tool based on the 12 Components Organizing Framework for a National M&E System.

ONLINE

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