

## Working Together to Strengthen Skill IN NETWORKS

IDRC's Strategic Evaluation of Capacity Development, Phase 3

May 2007

A central pillar of the International Development Research Centre's (IDRC) mission is developing local capacity in developing countries to undertake research and innovate. With this in mind, IDRC is undertaking a strategic evaluation to gain a deeper understanding of how it operationalizes its capacity support and the results that are achieved. This work draws on [previous phases](#)<sup>1</sup> of the strategic evaluation, summarized in [Evaluation Highlight 10 -Capacity Building Strategic Evaluation](#)<sup>2</sup>.

This present Highlight expands on [Evaluation Highlight 13](#)<sup>3</sup> – Working Together to Strengthen Skills, which offers a framework to capture how IDRC's support contributes to capacity development. It presents a typology of a range of IDRC capacity development interventions at the level of the network. [Evaluation Highlight 14](#)<sup>4</sup> and [Evaluation Highlight 15](#)<sup>5</sup> provide a typology for IDRC capacity development interventions at the level of the individual and the organization, respectively.

### Target Level: NETWORK

INTERVENTIONS	OUTPUTS	OUTCOMES
<b>PROGRAMS BRANCH</b>		
<ul style="list-style-type: none"> <li>• Small grants programs</li> <li>• Awards programs</li> <li>• Training courses</li> <li>• Conferences/Workshops</li> <li>• One-on-one exchanges</li> <li>• Study exchange/visit</li> <li>• Networks/networking</li> <li>• Linking junior-senior researchers</li> <li>• Technical Assistance</li> <li>• Writing Experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Research papers</li> <li>• Revised proposals</li> <li>• Databases/data entry systems</li> <li>• Journal articles</li> <li>• Policy briefs</li> <li>• Books/book chapters</li> <li>• Presentations</li> <li>• People trained</li> <li>• Groups/teams formed</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Multidisciplinary teams working on research problem</li> <li>• Establishment of networks as a different way of working on a research problem</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• Generating new knowledge on a research problem at a regional level</li> <li>• Several institutions using/applying a common methodology to conduct the research towards a common goal</li> </ul>

<sup>1</sup> [http://www.idrc.ca/evaluation/ev-70623-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-70623-201-1-DO_TOPIC.html)

<sup>2</sup> [http://www.idrc.ca/evaluation/ev-96679-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-96679-201-1-DO_TOPIC.html)

<sup>3</sup> [http://www.idrc.ca/evaluation/ev-112210-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112210-201-1-DO_TOPIC.html)

<sup>4</sup> [http://www.idrc.ca/evaluation/ev-112212-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112212-201-1-DO_TOPIC.html)

<sup>5</sup> [http://www.idrc.ca/evaluation/ev-112213-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-112213-201-1-DO_TOPIC.html)

INTERVENTIONS	OUTPUTS	OUTCOMES
	<ul style="list-style-type: none"> <li>• Websites/web-based learning tools</li> </ul>	<p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• New coordination skills to coordinate the network</li> </ul>
<b>EVALUATION UNIT</b>		
<ul style="list-style-type: none"> <li>• Training courses</li> <li>• Conferences/Workshops</li> <li>• One-on-one exchanges</li> <li>• Study exchange/visit</li> <li>• Networks/networking</li> <li>• Linking junior-senior researchers</li> <li>• Technical Assistance</li> <li>• Writing Experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Research papers</li> <li>• Revised proposals</li> <li>• Databases/data entry systems</li> <li>• Journal articles</li> <li>• Books/book chapters</li> <li>• Presentations</li> <li>• People trained</li> <li>• Groups/teams formed</li> <li>• Websites/web-based learning tools</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Different players now working together to institutionalize the use of/training in evaluation methodology</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• Different players working together to create new training courses on evaluation methodologies</li> <li>• Generating new knowledge on evaluation issues around research for development at regional, global levels</li> </ul> <p><b>Expanding Capacity</b></p> <ul style="list-style-type: none"> <li>• New coordination skills to coordinate the network</li> </ul>
<b>PARTNERSHIPS AND BUSINESS DEVELOPMENT DIVISION (PBDD)</b>		
<ul style="list-style-type: none"> <li>• Conferences/Workshops</li> <li>• Technical Assistance</li> <li>• Training courses</li> <li>• One-on-one exchanges</li> </ul>	<ul style="list-style-type: none"> <li>• People trained</li> <li>• Groups/teams formed</li> <li>• Creating inter-organizational links</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Applying new fundraising skills to secure new funds or other resources</li> <li>• Managing new partnerships or relationships with new donors</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• New knowledge about fundraising and resource expansion, including establishing new partnerships at regional/global levels</li> </ul> <p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• Strengthening negotiation/fundraising skills</li> </ul>
<b>RESEARCH INFORMATION MANAGEMENT SERVICES (RIMS)</b>		
<ul style="list-style-type: none"> <li>• Video Conferences</li> <li>• Web-based Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• People trained</li> <li>• Creating inter-organizational links</li> <li>• Web-based learning tools</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Working with other organizations to share/access information and sources available via internet</li> </ul> <p><b>Generating New Knowledge</b></p> <ul style="list-style-type: none"> <li>• New ways of managing research information, knowledge management</li> </ul> <p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• Strengthening research information management and knowledge management skills</li> </ul>

INTERVENTIONS	OUTPUTS	OUTCOMES
<b>GRANTS ADMINISTRATION DIVISION (GAD)</b>		
<ul style="list-style-type: none"> <li>• Training</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• People trained</li> <li>• Databases/data entry systems</li> <li>• Infrastructure</li> </ul>	<p><b>Affecting Policy/Practice</b></p> <ul style="list-style-type: none"> <li>• Applying/using financial management training to research projects and programs throughout the organization</li> <li>• Applying data systems for reporting at an organizational level</li> <li>• New organizational policies for accounting, financial management</li> <li>• Organizations capable of securing funds from other donors based on demonstrated administrative strengths to manage funds</li> </ul> <p><b>Expanding Capacities</b></p> <ul style="list-style-type: none"> <li>• Strengthening financial management and administration skills for research management</li> <li>• Strengthening database/data entry skills for reporting</li> </ul>