

Tool 3: Mid-Term Review of Urban Capacity Building Programs

The **Mid-Term Review of Urban Capacity Building Programs** is a rapid and low cost means of assessing the effectiveness of programs to strengthen capacity. The tool provides an overview of a program's progress to date, including its strengths, challenges, and results. The tool presents DIG and its partner organizations with a chance to address potential pitfalls mid-program and replicate or scale up valuable and effective activities. A key component of the review is a suggested questionnaire targeted at determining program successes as well as potential areas for improvement. The questions seek to gauge the impact of capacity building activities, such as classroom training, technical assistance and/or study tours, on the participants and their organizations at large. The questionnaire also helps define any logistical, organizational, and/or content-based challenges related to capacity building programs so that these can be addressed during the remaining duration of the program. Lastly, the mid-term review encourages the program manager to begin developing an exit strategy that will ensure the sustainability of capacity building initiatives beyond the life of the program.

The Urbis program is a three-year global learning initiative launched in September 2007 and implemented by the Development Innovations Group (DIG). Urbis strengthens the capacity of urban pro-poor organizations to increase their influence over the decision-making and planning processes that affect the lives of the urban poor. The focus of Urbis includes advocacy, slum improvement, provision of basic services such as potable water and sanitation, land tenure regularization, and financing for the urban poor, all of which DIG's local partner organizations have identified as priorities of the urban poor. The program is currently being implemented in seven cities in Africa, Latin America and Asia.

Executive Summary

1 Page

This section briefly summarizes the key findings of the review document.

Overview of [Urbis City] Program

Program Goals

1/2 Page

This section briefly recaps the objectives of the program as proposed in the original diagnostic and capacity building plan.

Rationale for Selection of [Urbis City] as an Inclusive City

- **Urban Profile Summary (1–2 Pages)**
This section briefly recaps the core elements of the city's urban profile as developed during the diagnostic phase.
- **Key Focus Issues for Urbis Program in [Urbis City] (½ to 1 Page)**
This section briefly outlines the selected focus and urban theme for the program as developed during the diagnostic phase.
- **Overview of Urbis Pro-Poor Urban Partner(s) in [Urbis City] (1 – 3 Pages)**
This section presents a profile of the selected Urbis partner(s) and their capacity building challenges, as established during the diagnostic and capacity building planning phases.
- **Proposed Urbis Research Agenda in [Urbis City] (1 Page)**
This section presents and discusses, as appropriate, the research questions Urbis will focus on during the program in [Urbis City].

The Urbis Capacity Program in [Urbis City]

- **Description of Capacity Building Activities (2 Pages)**
This section briefly recaps the core elements of the capacity building plan as developed during the diagnostic phase.
- **Expected Timeframe for Capacity Building Activities (2 Pages)**
This section includes a Gantt chart and brief description of the timeframe for program implementation.
- **Expected Results (1–2 Pages)**
This section provides an overview of the expected results for the program, both in terms of capacity building and in impact terms, as appropriate.
- **Additional Indicators for Success [if applicable] (1 Page)**
This section describes, if useful and applicable, any additional factors that may help in determining whether the program has been a success.

Overview of Progress to Date

- **Overview (1/2 Page)**
- **Progress Overview table (2–3 Pages)**
This section presents the Urbis results table for [Urbis City] with a brief introduction to that table, as well as any additional “impact” results for the program
- **Program Strengths (1/2–1 Page)**
- **Current Challenges (1/2–1 Page)**
- **Progress on Research Agenda (1–3 Pages)**
This section discusses the preliminary findings of the review Team as to whether or not the research questions could be addressed at the time of the review. We do not expect that there will be much definitive learning at this stage.

Exit Strategy

1 page

This section discusses the overall effort to ensure the sustainability of Urbis capacity building initiatives beyond the life of the program. Describe any concrete actions we are taking to ensure that the capacity building activities will have a lasting impact.

Recommendations for the Continuation of Urbis in [Urbis City]

1-3 Pages

Conclusion

1/2 to 1 Page

Questions for Partners to conduct this mid term evaluation:

- Was/were the classes you took valuable to our work? How?
- Were you able to attend all of the classes? Was there enough time to cover the subject material?
- How are you putting into practice the concepts you learned?
- What changes, if any, have you made in the way you do business?
- What challenges have you faced as a result of the training?
- Do you participate in any networks? Have/will you share any of the knowledge you have gained through Urbis [training] with your network?
- If course materials were available on-line, would that be useful? How would they be used?
- How did your organization benefit from the training?
- If training was offered in the future, would you send staff? Do you have a budget for staff development?
- What recommendations would you make for future training of this type? What would you add/eliminate to/from the curriculum?





