Experience capitalization: relevance and use of learning-oriented evaluative approaches to accelerate Africa’s development

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Professional development workshop
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Workshop Objectives:

1. To introduce key concepts and main debates, recent development and main tools to promote, facilitate and support an experience capitalization process;

2. To explore the similarities and differences between accountability- and learning-oriented evaluative approaches;

3. To reflect about the role of a facilitator supporting an experience capitalization process, building on practical examples and cases.

This workshop will be complemented by a panel during the AfrEA Conference on Friday 15th (session at 8h30).
Excuse me, do you forget something?

1. What is your name?
2. Where do you come from?
3. What is your job?
4. What types of evaluation do you know?
Introduction about different evaluation schools

Positivist, hypothetical deduction and quantitative approaches

Constructivist approaches, interpretation-led, qualitative or mixt.

Logic model, linear cause-effect

Effort to understand complex systems, dynamics, external factors and interdependence

External experts

Different perceptions accepted, wide participation of actors

Emphasis on credible results based on “rigorours” methods

Emphasis on shared learning and capacity strengthening

Aiming at demonstrating accountability to external authorities

Effort to understand what happened on the basis of experience
Different orientations/ focus of evaluation practice

Initial Situation

Project

Programme

Policy

Final Situation

Results-based Evaluation

Situational Analysis

Design

Operations Activities

Products

Results

Impacts

Learning-based Evaluation

Summative / Formative

Continuous Evaluation / Monitoring

Capitalization

Outcome harvesting

Systemic Approach

Theory of Programme

Utilization-focused Evaluation

Ex-post and continuous evaluations focused on learning, understanding, and lessons from experience in order to inform future interventions.
What is Capitalization?

It is « the passage from experience to shareable knowledge “. (Pierre de Zutter, 1997)

It is a process through which implicit (or tacit) knowledge is made explicit and is widely shared (FAO, 2013).

It is not just the evaluation of the experience to extract lessons, but also sharing and disseminating good practices and promoting their adoption, adaptation and application.
- Reconstitution and general analysis of the experience with stakeholder to extract learning in a participatory way (IED Afrique).

- The capitalization is focused on the experience in general, not only in good practices. Experience to be capitalized is based on stakeholders’ lived experience and the practice of their actions (Zutter).

- The products of capitalization are lessons and good practices, its results are the induced changes in the institutional practice (SDC). EC must be integrated in the organizational dynamic.

- Capitalization is linked to a diversity of approaches which respond to different contexts.
What is Systematization?

Systematization is a methodology originated in Latin America for critical reflection and learning (Paulo Freire).

It is a process to reflect about different aspects of an intervention, from practice and experience and with the active participation of a variety of stakeholders.
Some differences…

• Some actors do not consider capitalization/systematization as evaluation, because they only know accountability-based evaluation.

• Theory and practice mix concepts around «sistematización», capitalization and «lessons learned papers».

• Systematization aims at ordering a knowledge system that emerges from practice (experience) and from research. Capitalization is only based on experience, without using a pre-established framework (Zutter).

• Do you know other differences?
Approaches focused on learning vs approaches focused on accountability

Utility depending on the objectives of the evaluation.
Differences between Evaluation et Capitalization

EVALUATION FOCUSED ON ACCOUNTABILITY

It estimates effects and results of a project

Compares achieved results in relation to planned objectives, baseline and end situations.

Determines expected or unexpected impacts

EVALUATION FOCUSED ON LEARNING: CAPITALIZATION

It is based on learning from stakeholders’ experience

Joint-building of lessons to influence future interventions

Improve future interventions on the basis of previous success and failures
What was the experience about? Who were the stakeholders? What is the relationship among them?

What was done, how, why, with which objective?

Why the project achieved that result? What are the reasons, the factors to obtain what was obtained?

How cultural, economic, institutional and political factors influenced the experience?

What process emerged / happened during the intervention?

What were the hypotheses at the beginning? What have been the contradictions?

What lessons can we take from this experience? What should be done differently, why?

How those lessons can be used to reinforce future interventions?
(1) Identification of the Object of capitalization

- Why?
- What Experience/s?
- What aspects?
- What axe of capitalization?
- Objective/utility (what is the audience of the capitalization)
A multi-stakeholders approach is crucial if we want to capitalize an experience to generate knowledge.

- Most relevant (direct or indirect) actors for the experience.
- Try to have multiple perspectives about the case.
The Method (III)

(1) Identification of the object of EC

(2) Identification Of actors

(3) The initial Situation and the Context

✓ Problem and departing situation
✓ Background, previous experiences
✓ Socio-economic and political context
✓ Goals and Objectives
✓ Opportunities / Scope of the experience
The Method (IV)

- What is the main intervention strategy?
- How was it conceived?
- Development of the experience: activities, participation and interaction of stakeholders, etc.
- Obstacles, changes, etc.

(4) Intention and Description of the Experience
The Method (V)

- What are the most important results?
- What role did the methodology play?
- What are the influencing factors?

(1) Identification of the object
(2) Identification Of actors
(3) Initial Situation and Context
(4) Intention and Description of the Experience
(5) Final or current Situation

- What are the most important results?
- What role did the methodology play?
- What are the influencing factors?
The Method (VI)

(4) Intention and Description of the Experience

(5) Final or current Situation

(6) Achievements and lessons learned

- Critical reflection, analysis and synthesis.
- Why happened what it happened? Various perceptions accepted.
- What did we learn? What lessons could be extracted?
- Communicate the lessons
Participation of people is at the core of the process of Capitalization.

(1) Identification of the object of EC

(5) Final and current Situation

(6) Achievements and lessons learned

(4) Intention and Description of the Experience

(3) Initial situation and context

(2) Identification of key actors

The Method (VII)
Tools and techniques often used in capitalization

- Community meetings
- Focus groups
- Narration / storytelling
- Interviews
- Questionnaires
- Transects
- Workshops
- Exchange visits among communities
- Role play
- Participation cartography
- Rural Radio
- Simulation games
Communication of capitalizations

Power Point Presentations

Short Film
http://www.iedafrique.org/Les-conventions-locales.html

Flip Chart

Leaflets

CD multimedia

Photo exhibition

Cartoons

Stage play
Reflection about the development of a Plan of an EC

1. Think about an experience where you participated and that you think can be useful to be capitalized because there are interesting lessons that you learned, or because you do not understand totally how things happened, or for any other reason.

2. Define the object of the capitalization, what was the learning, etc

3. Identify the key stakeholders that were involved in this case and the links with the experience
Why do we want to capitalize this experience?
Lessons that we expect obtain through this case
People who may be interested in this new knowledge
Is this experience / project unpublished?
could it be replicated in other contexts?

What aspects of the experience are the most important?
Limit the scope of the experience, focus on the main aspects.

How are we going to do the EC?
Who will be involved? Why?
how are we planning to obtain the information?
How are we going to communicate the results?
The role of the facilitator

FACILITATION: WHY IS IT NECESSARY?

- Many tasks involved
- Many people involved
- Different interests, different skills
- Process may take time
- Need to ensure conditions
- Need to be efficient and effective
“TO FACILITATE IS TO MAKE AN ACTION OR PROCESS EASIER…”

1. Support the process
   – and ensure that the expected results are met

2. Increase the group’s effectiveness building on the skills and expertise available

3. Keep the group on track
   – So that results are met within the given period of time
### DIFFERENT TASKS

<table>
<thead>
<tr>
<th>Keep focus</th>
<th>Encourage participation</th>
<th>Manage time</th>
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<tbody>
<tr>
<td>Build trust</td>
<td>Deal with conflicts</td>
<td>Ask questions (and provide answers)</td>
</tr>
<tr>
<td>Listen and react</td>
<td>Clarify</td>
<td>Summarise findings</td>
</tr>
<tr>
<td></td>
<td>WHOSE TASK?</td>
<td></td>
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<td>---</td>
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</table>
| 1 | Multiple individuals  
- Sharing different roles at different times (especially in small groups) |
| 2 | One of the team  
- An internal job, one of the “champions” or managers |
| 3 | An external person  
- Somebody neutral and who will not be affected by the results of the discussions |
DIFFERENT MOMENTS

Preparation
Gathering and organizing information
Description

Analysis
Documentation and sharing
“Using” the results
WHAT DO WE DO

- Organise an event
- Build a session on what people know
- Share information
- Encourage participation
- Edit texts
## WHAT SKILLS DO WE NEED?

<table>
<thead>
<tr>
<th>Time management</th>
<th>Use of tools</th>
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<tbody>
<tr>
<td>Communications and interpersonal skills</td>
<td>Subject matter / content</td>
</tr>
<tr>
<td>Editor</td>
<td></td>
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Final remarks about the contribution of the EC approach

- Capitalization contributes to **improve the quality of interventions** through the creation of an enabling environment for reflection and sharing.
- It also **strengthens the capacities of actors** through encouraging them to reflect about their own practice.
- It contributes to **sharing advice and lessons learned** with a wide public working in development programmes.
- It contributes to enrich the **theory of change** for future interventions on the field.

**What are your ideas??**
EC Resources

1. In English:


1. In English (continuation):

- SDC. (2011). Experience Capitalization. An excellent opportunity to know what you could know better. (pp. 1–8). www.sdc-learningandnetworking.ch

  https://www.actionagainsthunger.org/about/international-network

- Tapella, Esteban; 2009. Systematization: Basic concepts and methodological considerations. ActionAid
  https://sistematizandoexperiencias.files.wordpress.com/2012/04/isadvocacy-for-change-chapter1-baja.pdf


1. In English (continuation 2):


- CTA repository on EC: http://repository.experience-capitalization.net/
2. En français :

- Didier, S. (2013). La démarche de capitalisation d’expérience: de la pratique à la connaissance partageable. La Cible (AFITEP Association Francophone de Management de Projet), 2ème trime(121), 44–47.  

  http://doc.mersadier.org/BiblioCommenteeCapitalisation.pdf


  journals.sfu.ca/iaald/index.php/aginfo/article/download/188/147

2. En français (continuation):


Manuels et guides

• Feuvrier, M-V., Balizet, O., Noury, A., 2014. La capitalisation des expériences - un voyage au coueur de l'apprentissage. Les collections du F3E.  
http://f3e.asso.fr/media/transfer/doc/guide_capitalisation.pdf

http://www.fidafrance.net/IMG/pdf/CAPITALISATION_FIDAfrance_FR.pdf

2. En français (continuation 2):

  http://f3e.asso.fr/IMG/pdf/Note_de_synthese_formation_capitalisation_2006.pdf

  www.fidafricaine.net

3. En espagnol:

  https://docs.google.com/viewer?a=v&pid=sites&srcid=ZGVmYXVsdGRvbWFpbnx0c3ByY_Xhpc3Npc3RlbWF0aXphY2lvbnxneDoxZTIyMzFmYWE4MzVjYTk3, 2014

• Mosquera Echeverry, Erika Eliana; 2010. Descubriendo el poder de la reflexión: Guía para la sistematización de experiencias. CIAT (Centro Internacional para la Agricultura Tropical). 
  https://cgspace.cgiar.org/handle/10568/54652?show=full

• Eizaguirre, Marlen, Gorka Urrutia y Carlos Askunze. 2004. La sistematization, una nueva mirada a nuestras prácticas. Guía para la sistematización de experiencias de transformación social. ALBOAN 
  https://mitrabajoessocial.wordpress.com/2016/06/02/la-sistematizacion-una-nueva-mirada-a-nuestras-practicas-guia-para-la-sistematizacion-de-experiencias-de-transformacion-social/

  http://repository.experience-capitalization.net/handle/123456789/68
3. En espagnol (continuation):

http://pzutter.net/mediapool/54/542579/data/1997_Historias_Saberes_y_gentes.pdf

https://repository.unm.edu/bitstream/handle/1928/11594/Manual%20sistematzación%20participativa%20español.pdf?sequence=1
Thank you!   Merci !   Gracias !