Development of a Planning, Learning & Accountability system
for sustainable agriculture chain development in Eastern Indonesia

Outcome Mapping in Action

By Steff Deprez
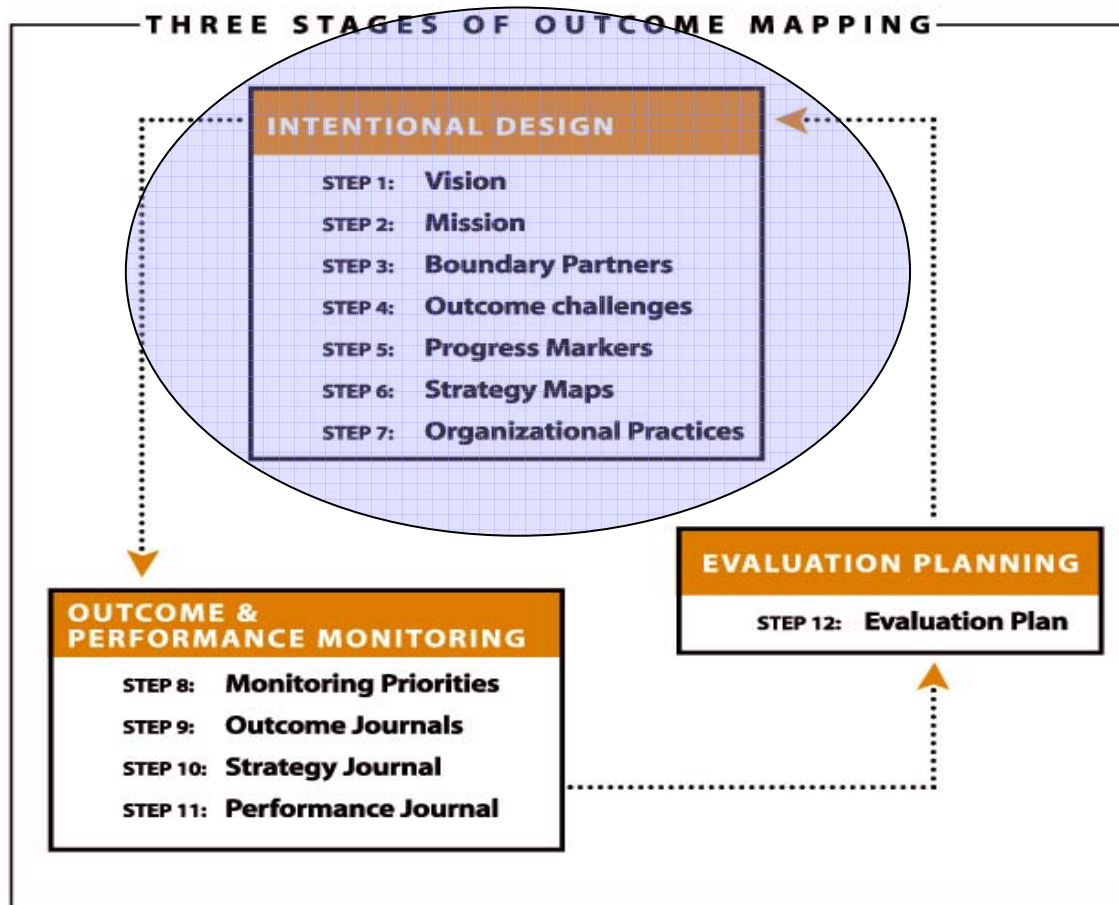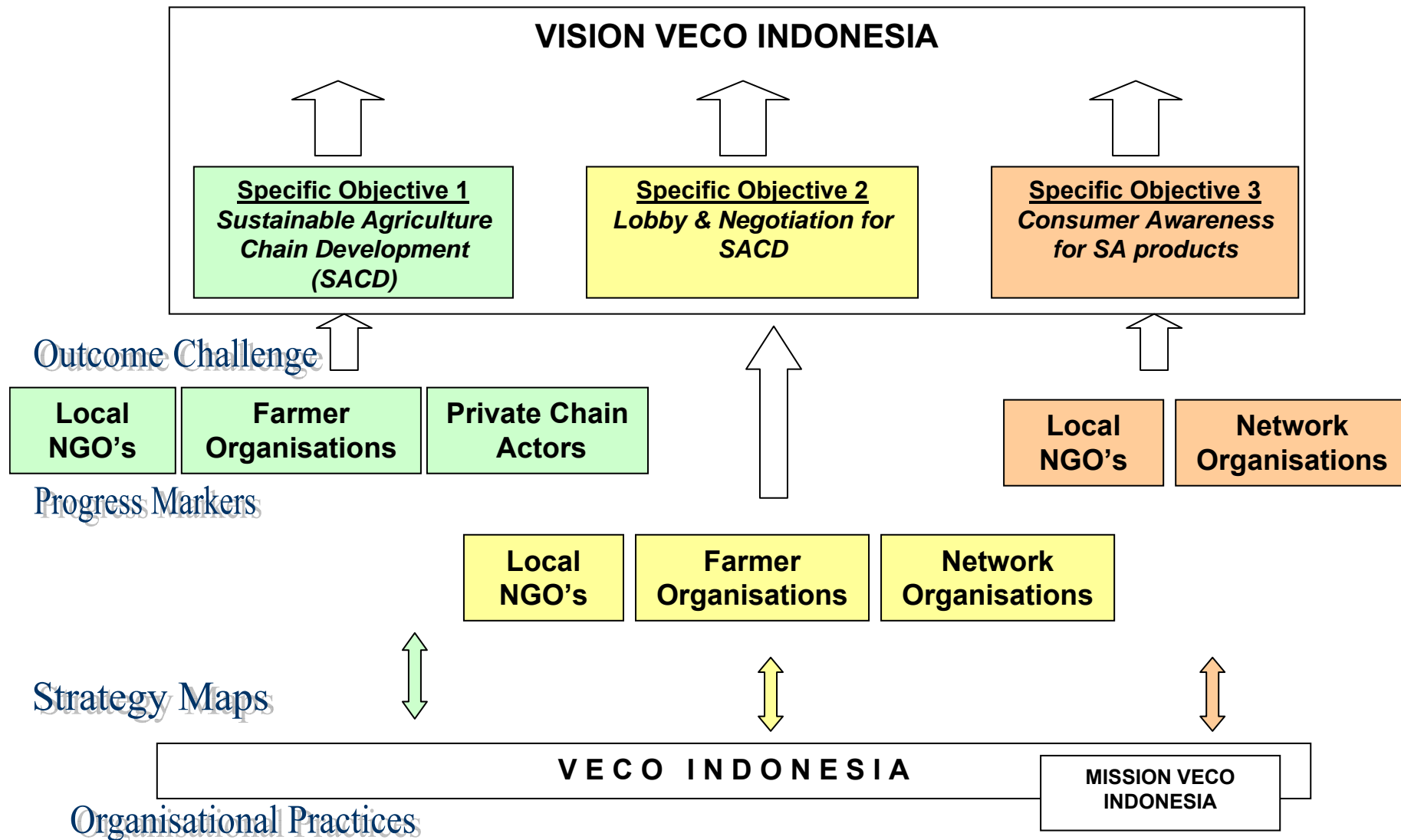
EASY-ECO Vienna Conference

March 2008

VECO Indonesia

VECO Indonesia

- Indonesia Country Office Vredeseilanden (Belgian NGO)
- Aim: sustainable agriculture chain development (from production to consumption) to improve livelihoods of farmers in Eastern Indonesia
- Interventions: capacity development of local partner organisations, funding, facilitating multi-stakeholder processes and policy influence.

- New country programme (2008-2013)
- Focus on organisational learning – institutionalise learning
  - ☐ Establishing learning partnerships
  - ☐ Learning-oriented planning and M&E system > PLA system
- From Logframe to Outcome Mapping
- Main donor: DGOS Belgium

2. Intentional Design

THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

- STEP 1: Vision
- STEP 2: Mission
- STEP 3: Boundary Partners
- STEP 4: Outcome challenges
- STEP 5: Progress Markers
- STEP 6: Strategy Maps
- STEP 7: Organizational Practices

OUTCOME & PERFORMANCE MONITORING

- STEP 8: Monitoring Priorities
- STEP 9: Outcome Journals
- STEP 10: Strategy Journal
- STEP 11: Performance Journal

EVALUATION PLANNING

- STEP 12: Evaluation Plan

Intentional Design

VISION VECO INDONESIA

| Specific Objective 1
Sustainable Agriculture Chain Development (SACD) | Specific Objective 2
Lobby & Negotiation for SACD | Specific Objective 3
Consumer Awareness for SA products |

Outcome Challenge

| Local NGO's | Farmer Organisations | Private Chain Actors |

| Local NGO's | Network Organisations |

Progress Markers

| Local NGO's | Farmer Organisations | Network Organisations |

Strategy Maps

V E C O   I N D O N E S I A

MISSION VECO INDONESIA

Organisational Practices

3. Development of a Planning, Learning & Accountability system

A balancing act

Control   Utility

Results   Efforts

Product   Process

PROVE   IMPROVE

Accountability   **Planning & Learning**

PLANNING

INPUT > INTERVENTIONS >

| Simple | Complicated |
| Complex | Chaotic |
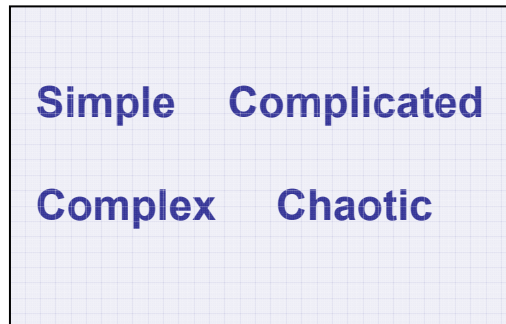
CAUSE   **EFFECT**

(Snowden & Boone, 2007)

> IMPACT

Embracing complexity instead of assuming it is linear, simple and predictable (logframe)

Adaptive management
➤M&E process embedded in the planning & managament cycles towards a
➤An evolutionary process consisting of continuous cycles of action, reflection and adaptation

LEARNING

Learning mechanisms are key to close the gap between M&E and planning

Gathering data, storing & sharing it is not enough to increase knowledge and learning

Emphasisis on spaces for learning and the process use of evaluation

ACCOUNTABILITY

Upward accountability

➢control-oriented, grant justification, impact measurement

➢Receivers of aid (local actors) to the giving side (programme, donors, …)

Problem: accountable to people outside the programme
                          focus on justification and less improvement oriented

Downward accountability

➢Being accountable to insiders and the people who receive aid

>Financial & programmatic accountability

WHY OUTCOME MAPPING?

Intentional **design**
- desired changes of key partners
- intervention strategies of the programme team

Progress Markers (≈ indicators for a specific partner)
- Describes a set of behavior changes towards an ideal situation
- Articulates the complexity of the process
- On-going assessment of the partners' progress
- includes unintended results
- corrections & improvements

Intervention strategies & own organisational practice is part of M&E

Focus on self-reflection / assessment

The development of the PLA system was inspired by the principles and practice of:

- Participatory Monitoring & Evaluation (PM&E)

- Utilisation-Focused Evaluation (UF-E)

- M&E process proposed by Outcome Mapping

1. Conventional and Participatory Evaluation

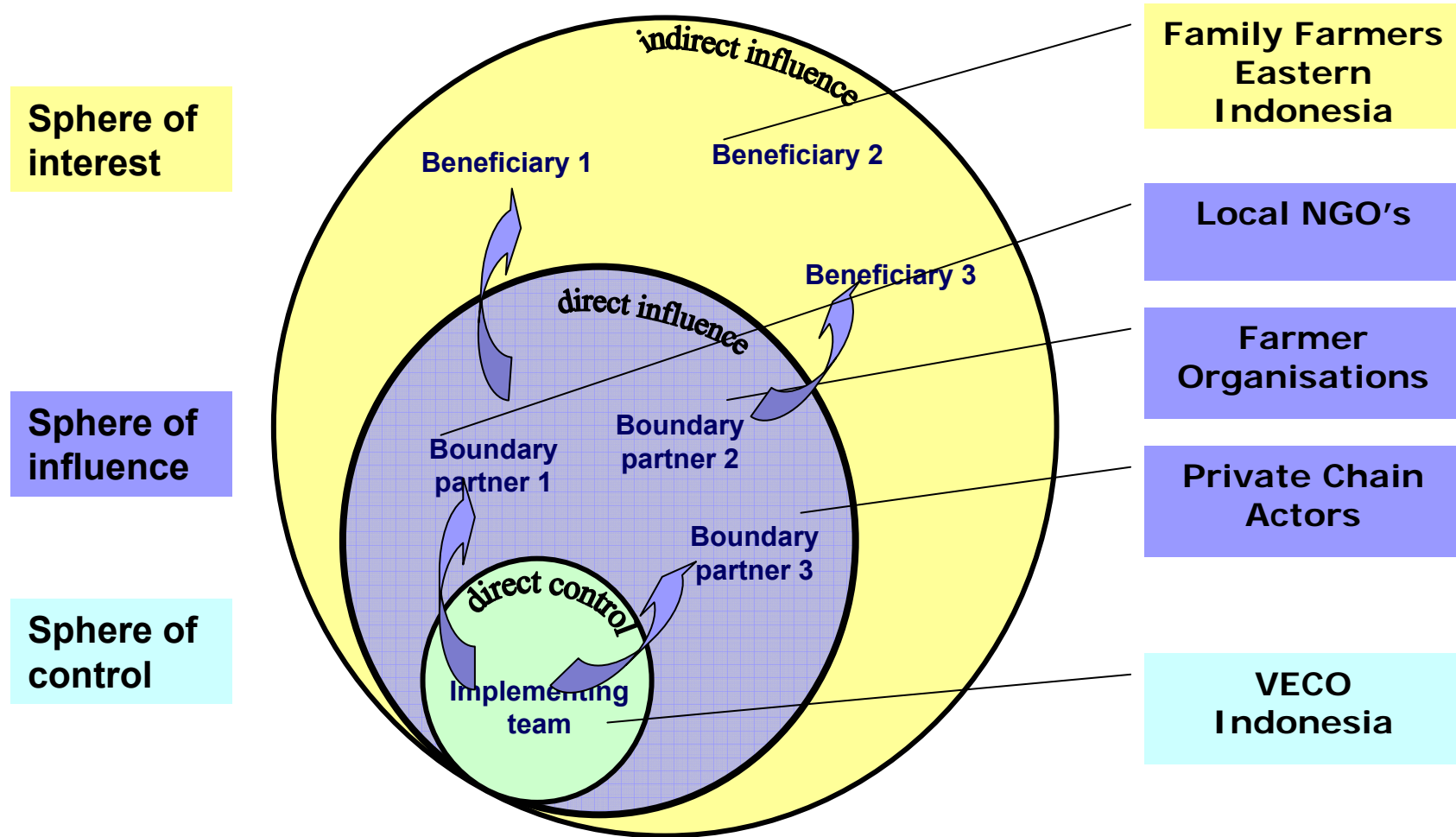|	Conventional	Participatory
Who	External experts	Community members, project staff, facilitator
What	Predetermined indicators of success, principally cost and production outputs	People identify their own indicators of success, which may include production outputs
How	Focus on 'scientific objectivity'; distancing of evaluators from other participants; uniform, complex procedures; delayed, limited access to results	Self-evaluation; simple methods adapted to local culture; open, immediate sharing of results through local involvement in evaluation processes
When	Usually upon completion of project/programme; sometimes also mid-term	More frequent, small-scale evaluations
Why	Accountability, usually summative, to determine if funding continues	To empower local people to initiate, control and take corrective action

Source: Narayan-Parker 1993: 12

Key features: Participation - learning - negotiation - flexibility

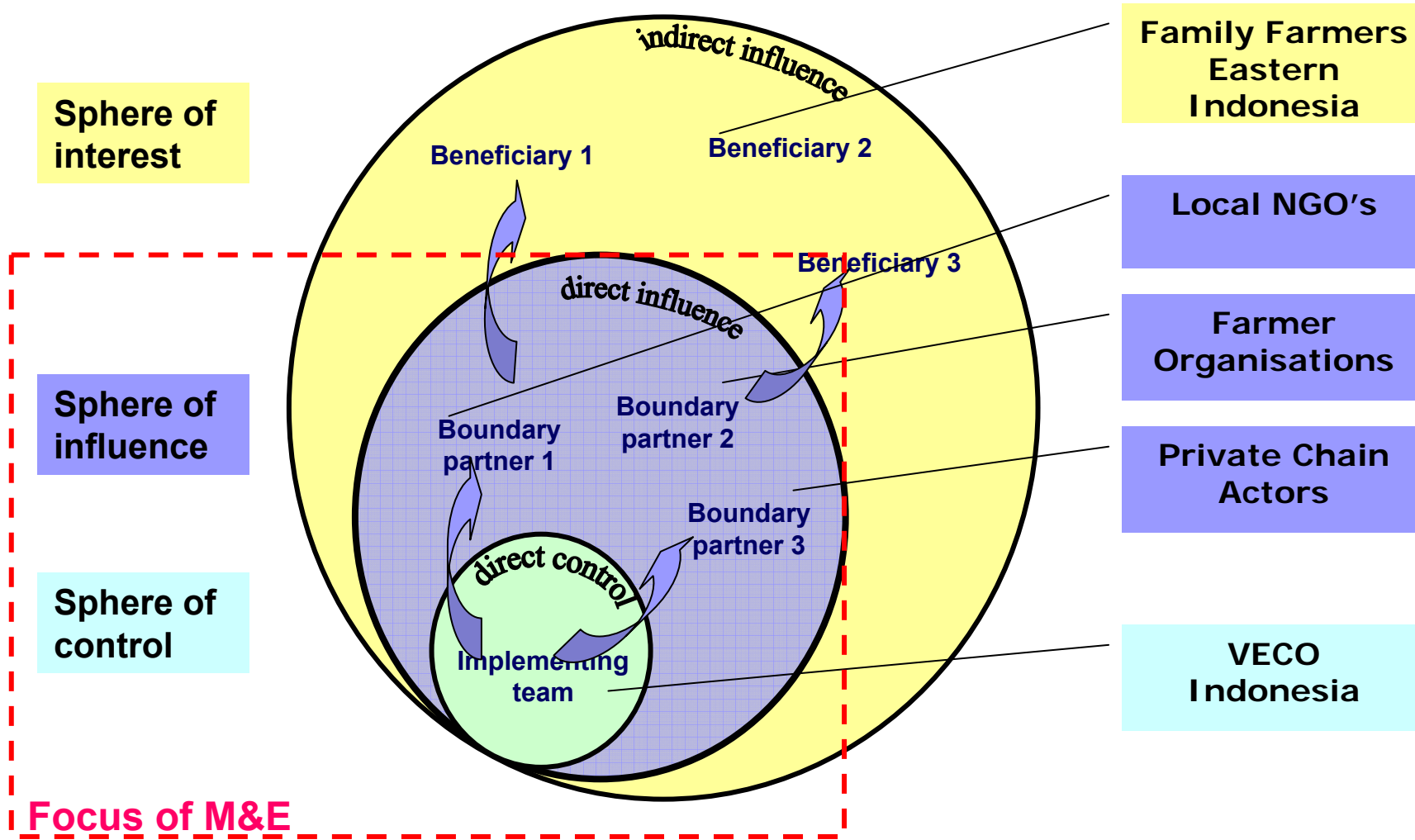11

2. Utilisation-focused evaluation (Patton, 1997)

- Evaluation should be judged by its utility and actual use

- Use concerns how *real people in the real world apply evaluation findings and experience the M&E process*

- Focus on '*the intended use of intended users*'

- Intended uses are the basis for design decisions

- People produce information which is useful to them

- Process use

3. M&E In Outcome Mapping

Sphere of interest

Sphere of influence

Sphere of control

indirect influence

direct influence

direct control

Beneficiary 1

Beneficiary 2

Beneficiary 3

Boundary partner 1

Boundary partner 2

Boundary partner 3

Implementing team

Family Farmers Eastern Indonesia

Local NGO's

Farmer Organisations

Private Chain Actors

VECO Indonesia

3. M&E in Outcome Mapping

Sphere of interest

Sphere of influence

Sphere of control

indirect influence

Beneficiary 1   Beneficiary 2

Beneficiary 3

direct influence

Boundary partner 1   Boundary partner 2

Boundary partner 3

direct control

Implementing team

Focus of M&E

Family Farmers Eastern Indonesia

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Boundary partner 1

Boundary partner 2

Boundary partner 3

direct control

Implementing team

Outcomes

Behavioral changes

Intervention Strategies

Efficiency & Relevancy

Organisational Practices

viability

Action research development process: 7 steps

1. Defining the purpose and scope of the M&E process
2. Identify organisational Rhythms & Spaces
3. Identify M&E questions & information needs
4. Plan for data collection & synthesis
5. Plan for reflection, analysis & decision-making
6. Plan for documenting, reporting & sharing M&E results
7. Plan for the necessary conditions and capacities

1. Defining purpose, use & users
2. Identify organisational rhythms & spaces
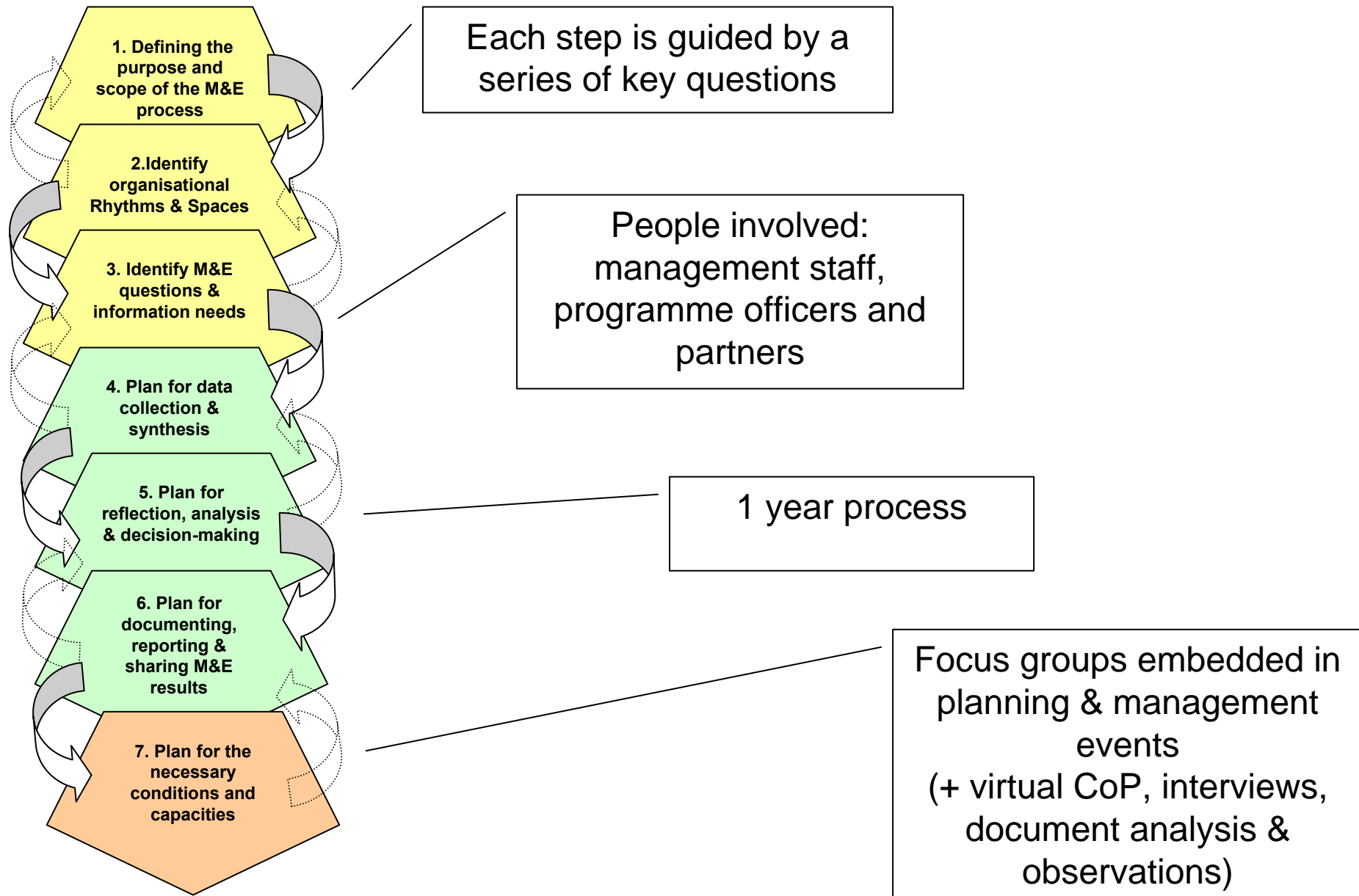3. Identify information needs
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Action research development process: 7 STEPS

1. Defining the purpose and scope of the M&E process

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Each step is guided by a series of key questions

People involved: management staff, programme officers and partners

1 year process

Focus groups embedded in planning & management events
(+ virtual CoP, interviews, document analysis & observations)

Step 1: Purpose, use and users of the M&E process

PLANNING: *M&E aims to support …*

-Programme management and short-term planning

-Strategic planning

LEARNING: *M&E aims to facilitate …*

-Programme improvement

-Organisational learning & knowledge creation

-Learning partnerships (enhanced understanding/negotiation partners)

ACCOUNTABILITY: *M&E aims to fulfill …*

-Financial accountability needs

-Programmatic accountability needs

USERS
Farmers
Partner Organisations
Donors
Public
VECO Programme officers
VECO Management team
VECO Finance team
VECO Publication team

Step 2: Organisational rhythms & spaces

Which organisational spaces & rhythms are key for <u>debate, sharing, learning and decision-making</u> (Guijt & Ortiz, 2007).

M&E becomes a ribbon of rhythm drawn through organisational learning processes (CDRA, 2006:31)

Data as such is not the starting point for reflection and learning. Spaces for reflection and debate are crucial as well as their frequency and the connection between the spaces.

<u>Spaces</u>: the formal and informal meetings & events which bring organisations and programmes to life.

<u>Rhythms</u>: the regular activities or processes through which a programme can direct, mobilise and regulate its efforts, i.e. the regular weekly, monthly, annual activities that mark tempo of organisational functioning (Reeler, 2001)
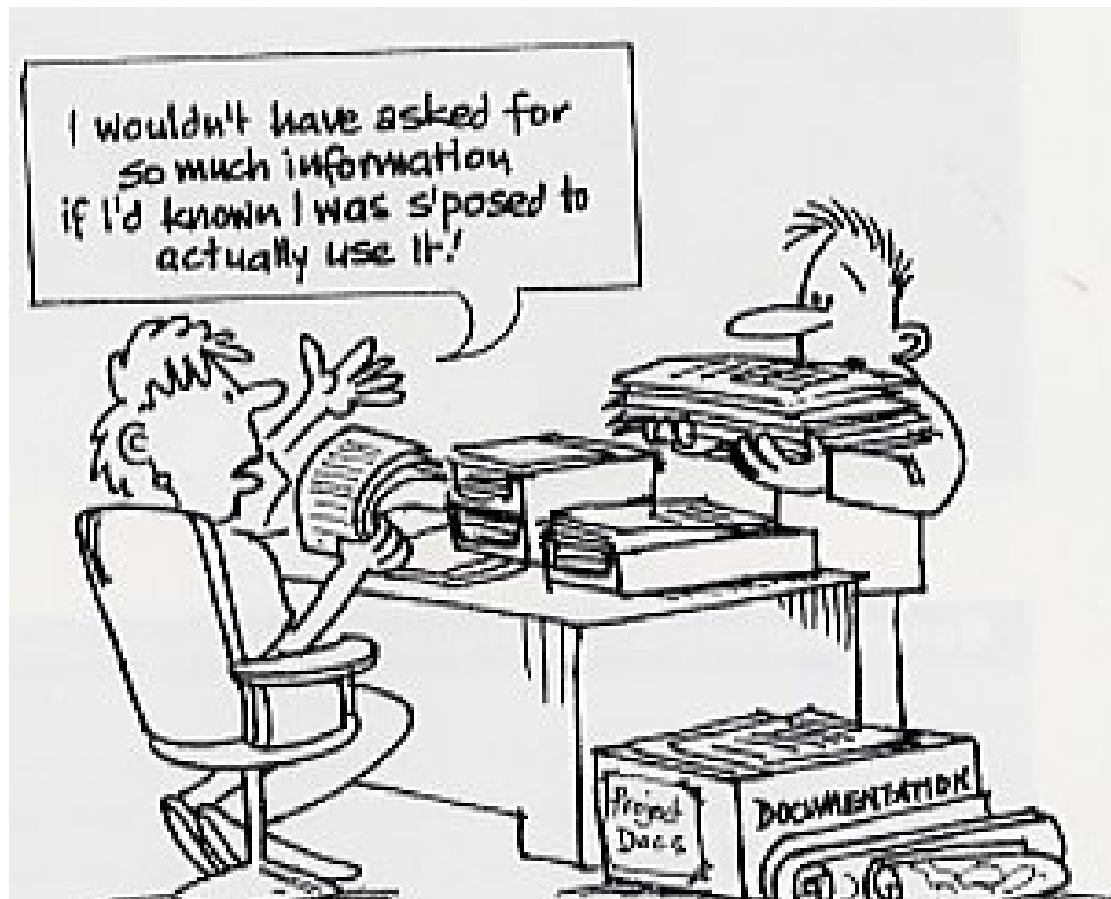
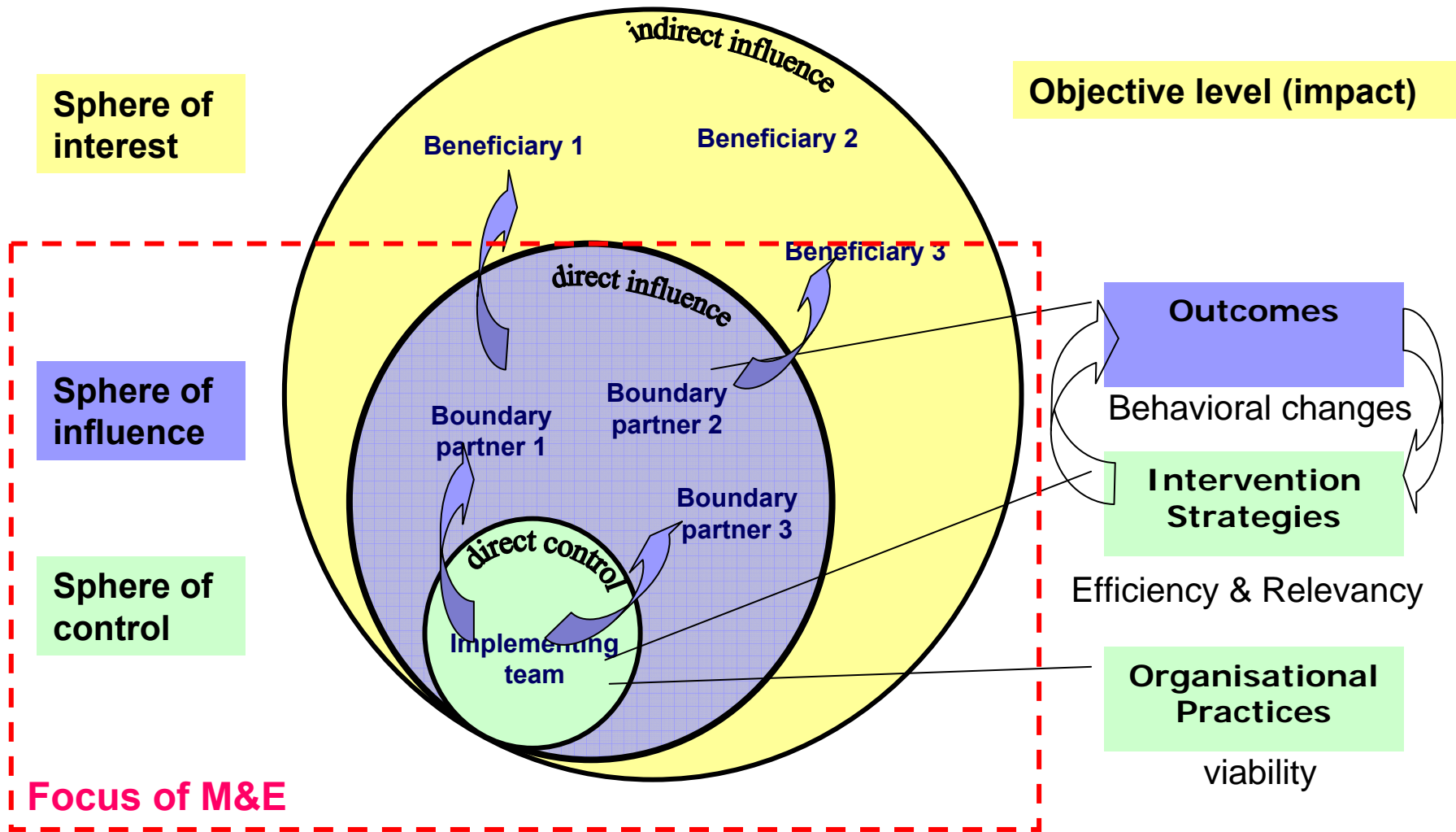| M&E purpose (Intended use)	Users	Spaces / events	Frequency	Function
Why M&E?	Who makes use of the M&E results / process?	Which events bring the organisation to life?	When and how often?	Sharing Reflection Debate Decision-making

Based on Guijt/Ortiz, 2007

Step 3: M&E questions and information needs

Which information is required for the planning, learning and accountability needs of VECO Indonesia?

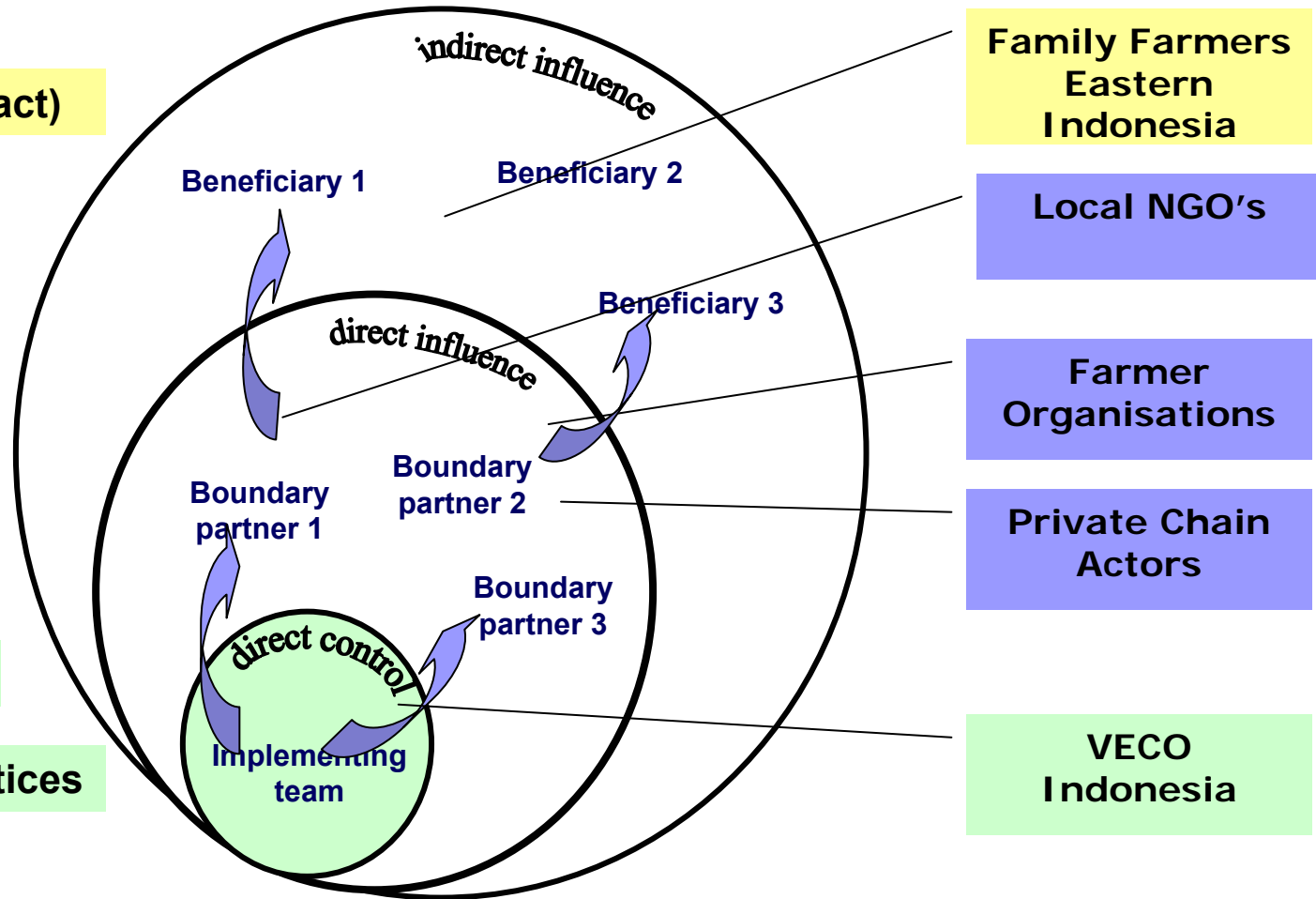> from *nice-to-know* to *must-know*

3. M&E in Outcome Mapping

Sphere of interest

Objective level (impact)

indirect influence

Beneficiary 1

Beneficiary 2

Beneficiary 3

direct influence

Sphere of influence

Boundary partner 1

Boundary partner 2

Boundary partner 3

Outcomes

Behavioral changes

Intervention Strategies

Efficiency & Relevancy

Sphere of control

direct control

Implementing team

Organisational Practices

viability

Focus of M&E

Typical information needs:

Objective level (impact)

Progress Markers

↕ Reflection & debate

Strategy Maps

Organisational Practices

indirect influence

direct influence

direct control

Beneficiary 1

Beneficiary 2

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M&E purpose (Intended use)	Users	Spaces / events	Frequency	Function
Why M&E?	Who makes use of the M&E results / process?	Which events bring the organisation to life?	When and how often?	Sharing Reflection Debate Decision-making

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Determines specific information needs and type of information

MICRO VIEW
Detailed info, contractual requirements, non-negotiable information, quantitative data, …

MACRO VIEW
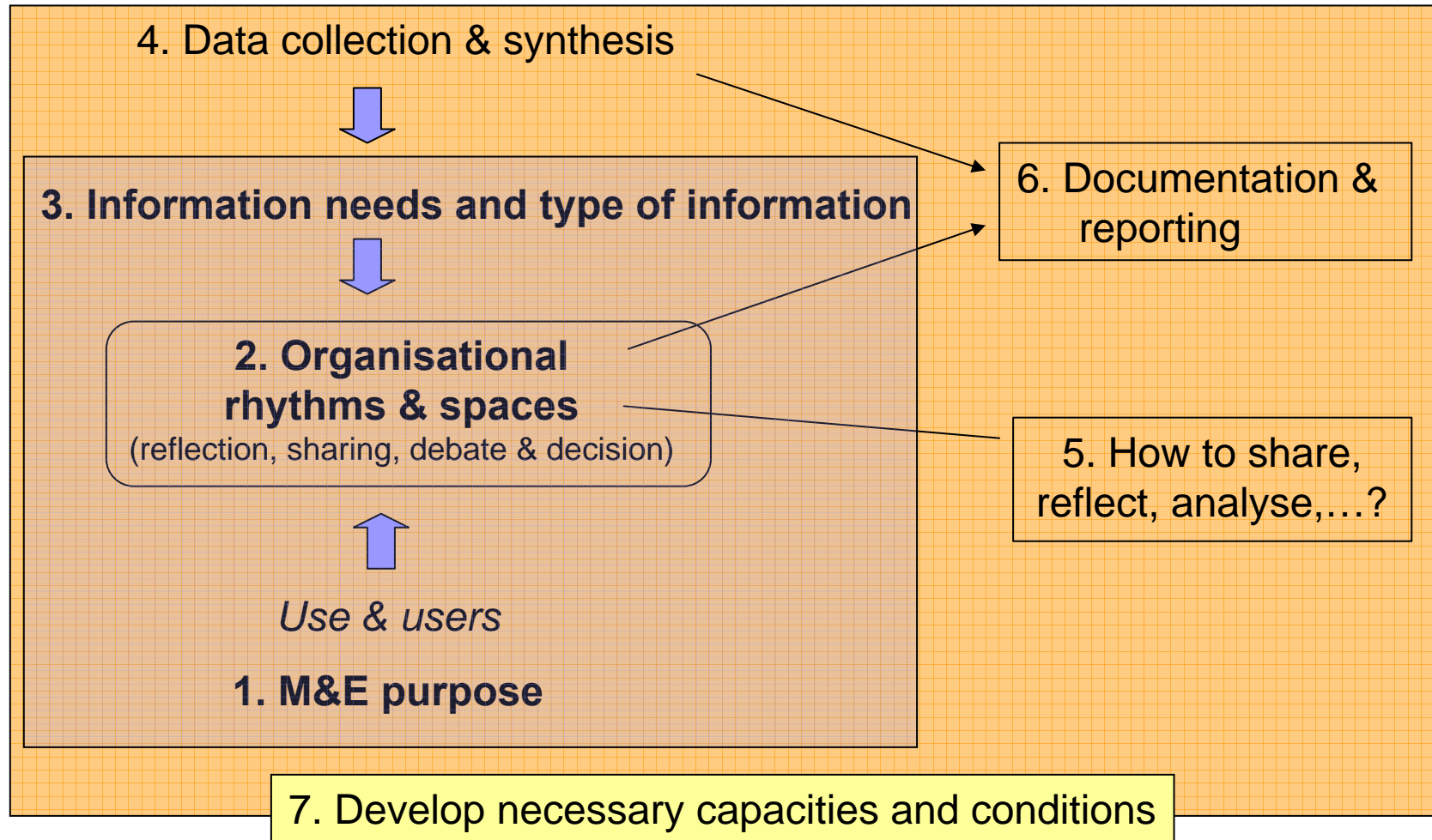Overview behavioral changes, general patterns, narrative, ..

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Most M&E approaches in development programmes

- Objective - **indicator (information need)** - method
- Focus on information bits
- What happened? How did it happen?

Learning-oriented M&E

- M&E purpose – use/user – **space/event** – information need – method
- Focus on time & space for reflection, debate, sharing & decision-making
- Why did it (not) happen?
- Feedback
- Sense making
- Events also generate data
- Process use of M&E
- Improved action

Development of PLA system - 7 STEPS

4. Data collection & synthesis

3. Information needs and type of information

6. Documentation & reporting

2. Organisational rhythms & spaces
(reflection, sharing, debate & decision)

5. How to share, reflect, analyse,…?

Use & users

1. M&E purpose

7. Develop necessary capacities and conditions

THANK YOU !

- # Further reading
  - ☐ Outcome Mapping Handbook (Earl et al., 2001)
  - ☐ Croaching impact, hidden attribution (Smutylo, 2001)

- # Websites
  - ☐ www.vredeseilanden.org
  - ☐ www.idrc.ca
  - ☐ www.outcomemapping.ca

- # Email
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