



Outcome Mapping

From Attribution to Contribution

PARTOS PLAZA
6 October 2009
14.30-16.00

Steff Deprez, VECO Indonesia



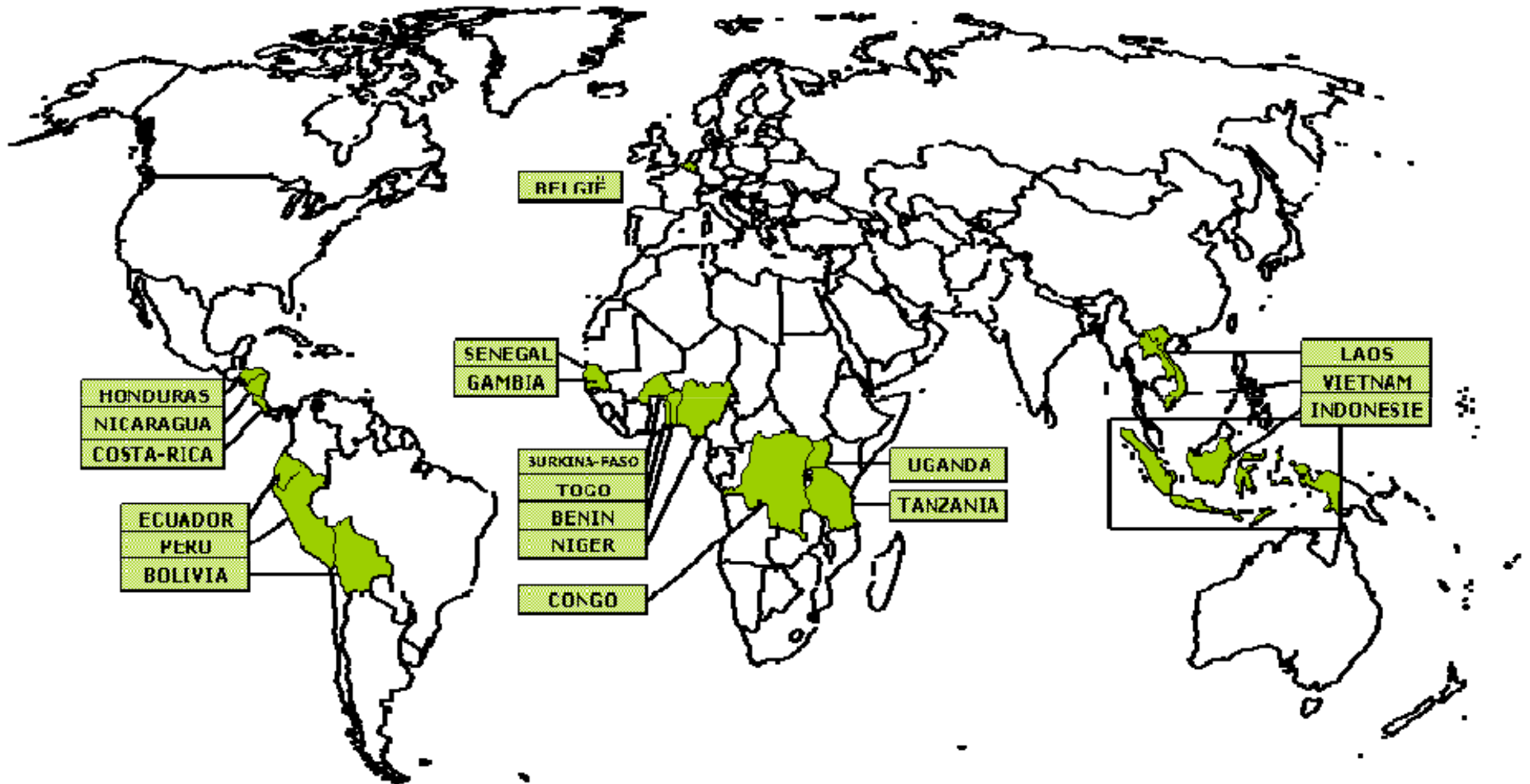


Vredeseilanden

- Flemish NGO
 - Merger of Vredeseilanden, Coopibo and FADO
 - Pluralistic and independent
 - 40+ years experience in development cooperation
 - 20+ years experience with agriculture
 - Member of 11.11.11 and Coprogram
-
- *Viable livelihoods for organised family farmers through **sustainable agricultural market chains** in North and South*
 - *Empowerment of **farmer organisations** to improve their position in the agricultural chain (from production to consumption).*
 - *Four programme objectives (economical, political, consumer and learning)*



Where we work





VECO Indonesia



Java
Organic Rice

Bali
Organic Rice/Vegetables

Sulawesi
Coffee, Cacao

Flores
Organic Rice, Cashew, Coffee & Cacao

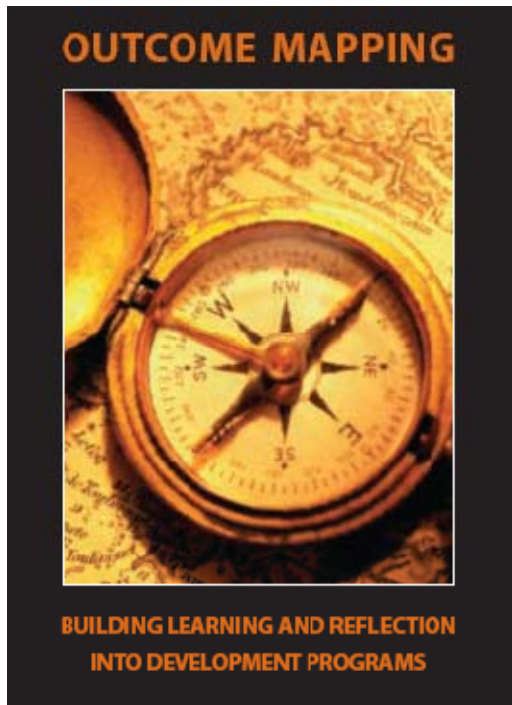
West-Timor
Ground Nuts



OUTCOME MAPPING

Core Principles



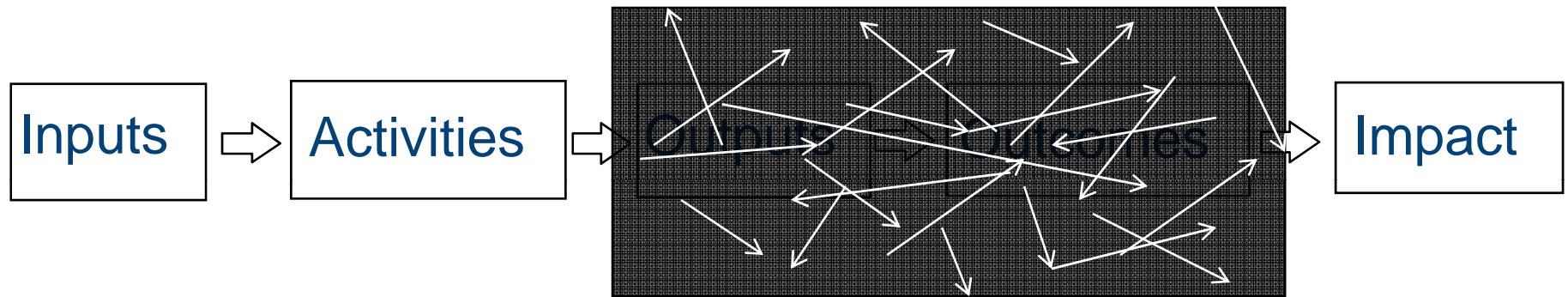


An integrated, participatory method for planning & assessing social changes and the internal performance of programmes & organisations

Developed by IDRC (Canada) 1998-2001

EMBRACING COMPLEXITY

Non-linear process
Complex relationships & interactions
Unknown factors & actors



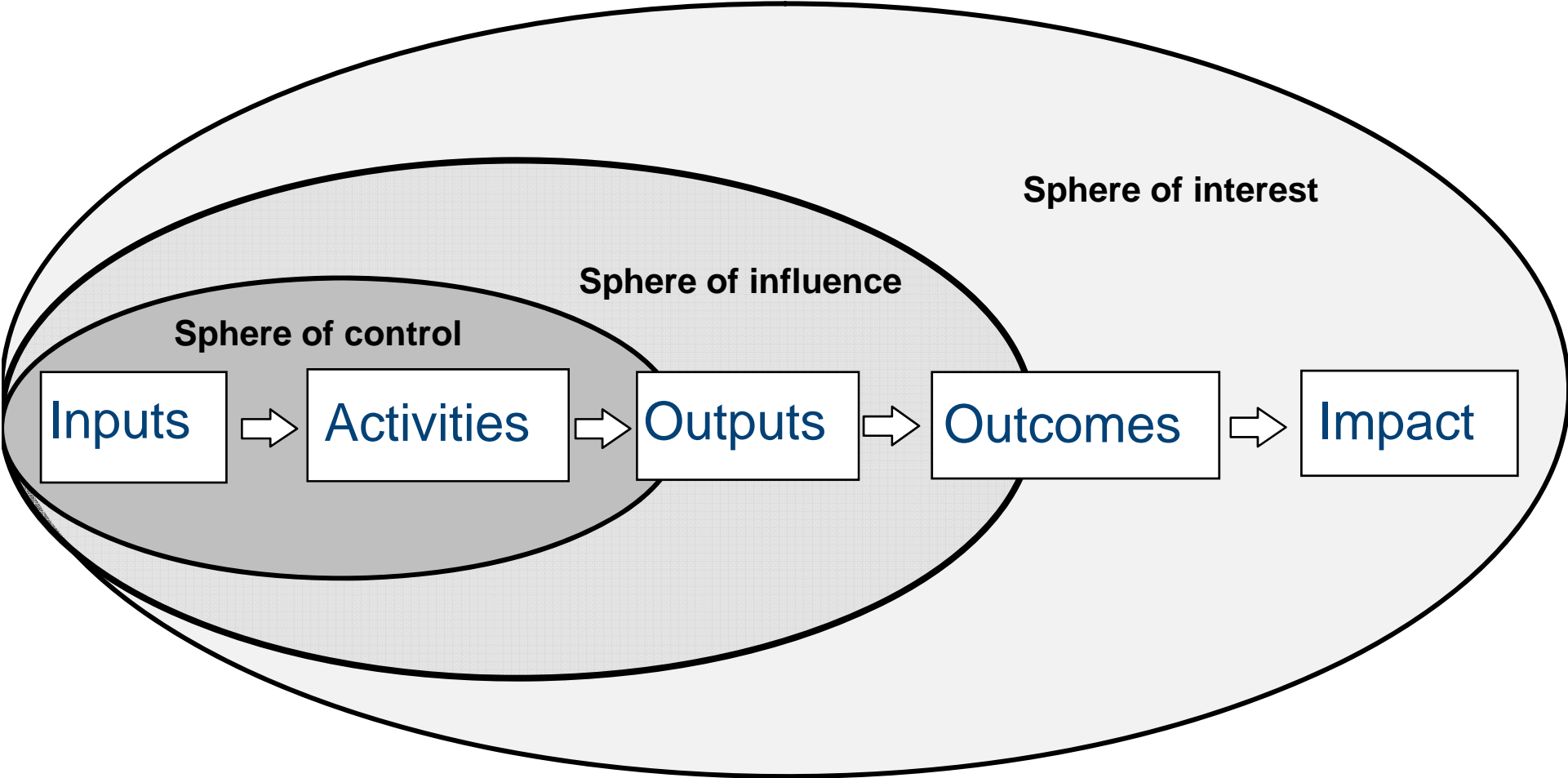
Un-predictable process

OUTCOME MAPPING

- Acknowledges the complexity of the process
- An attempt to understand the process
- Focus on organisational & social learning
- Focus on improving interventions

Who & what connects the inputs & activities with the aspirations?

SPHERE OF INFLUENCE



PROBLEM WITH IMPACT MEASUREMENT



- neglecting important **upstream contributions**
- limited **understanding how and why impact occurs**
- neglecting **unintended results**
- Can not **attribute** impact to a single program

Design **boldly**: within the program's sphere of interest

M&E **modestly**: within the program's sphere of influence

BOUNDARY PARTNERS

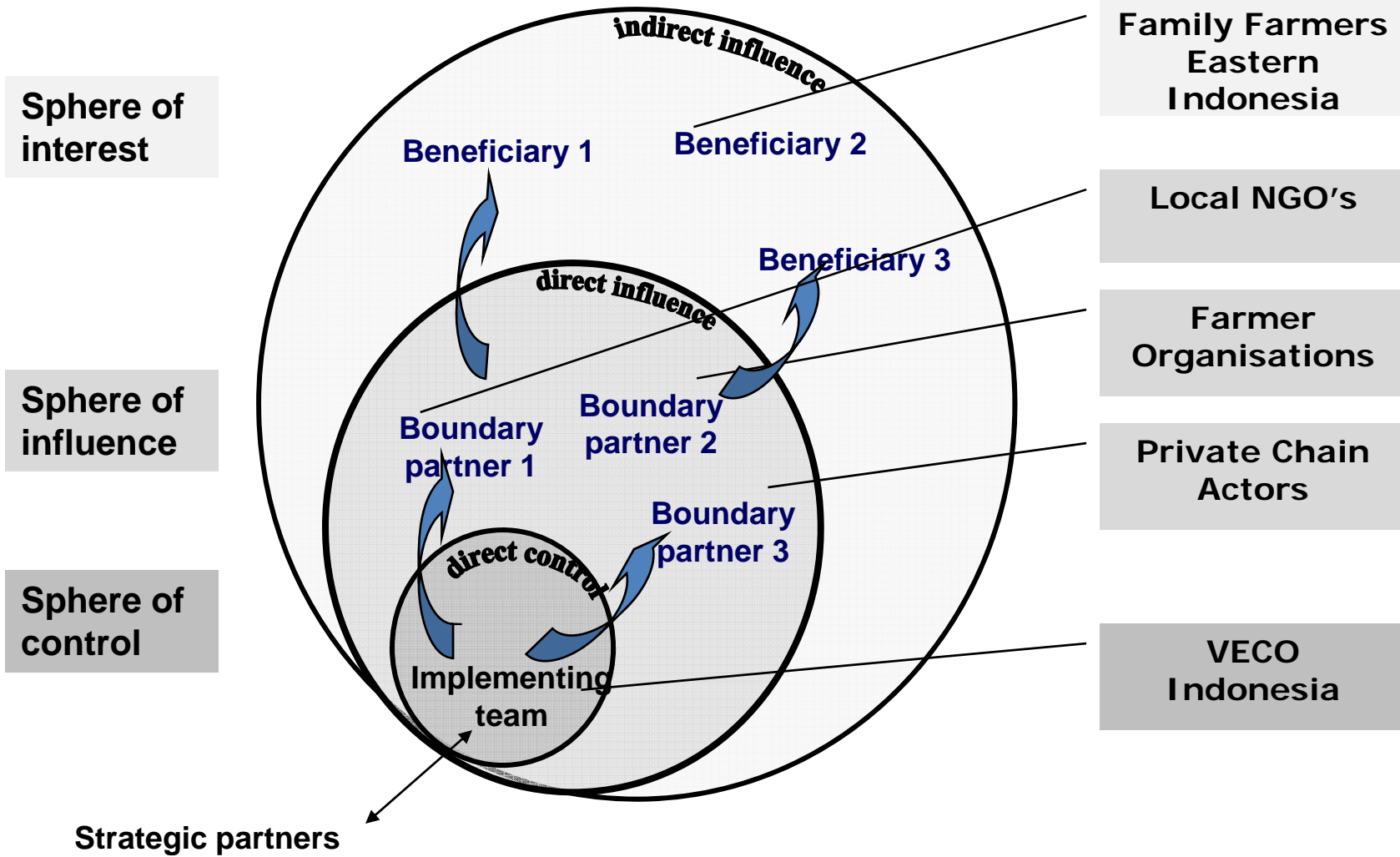
Development is essentially about people (groups and organisations) relating to each other and their environment.



Boundary partners

The individuals, groups, or organisations with whom the programme interacts *directly* and with whom it anticipates *opportunities for influence*

4 type of programme actors



OUTCOMES AS CHANGES IN PRACTICE / BEHAVIOUR

Changes in the behaviour, relationships, activities, actions (professional practices) of people, groups, and organisations with whom the programme works directly (=boundary partners)

Why behavioral change?

1. For each *change in state* there are always correlating changes in behaviour
2. Assessing changes in state not necessarily provides the information that programmes need to improve their performance, sustainability and relevance.
3. It highlights that development is done by, and for, people and is about people relating to each other.



OUTCOME MAPPING

The Framework



THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

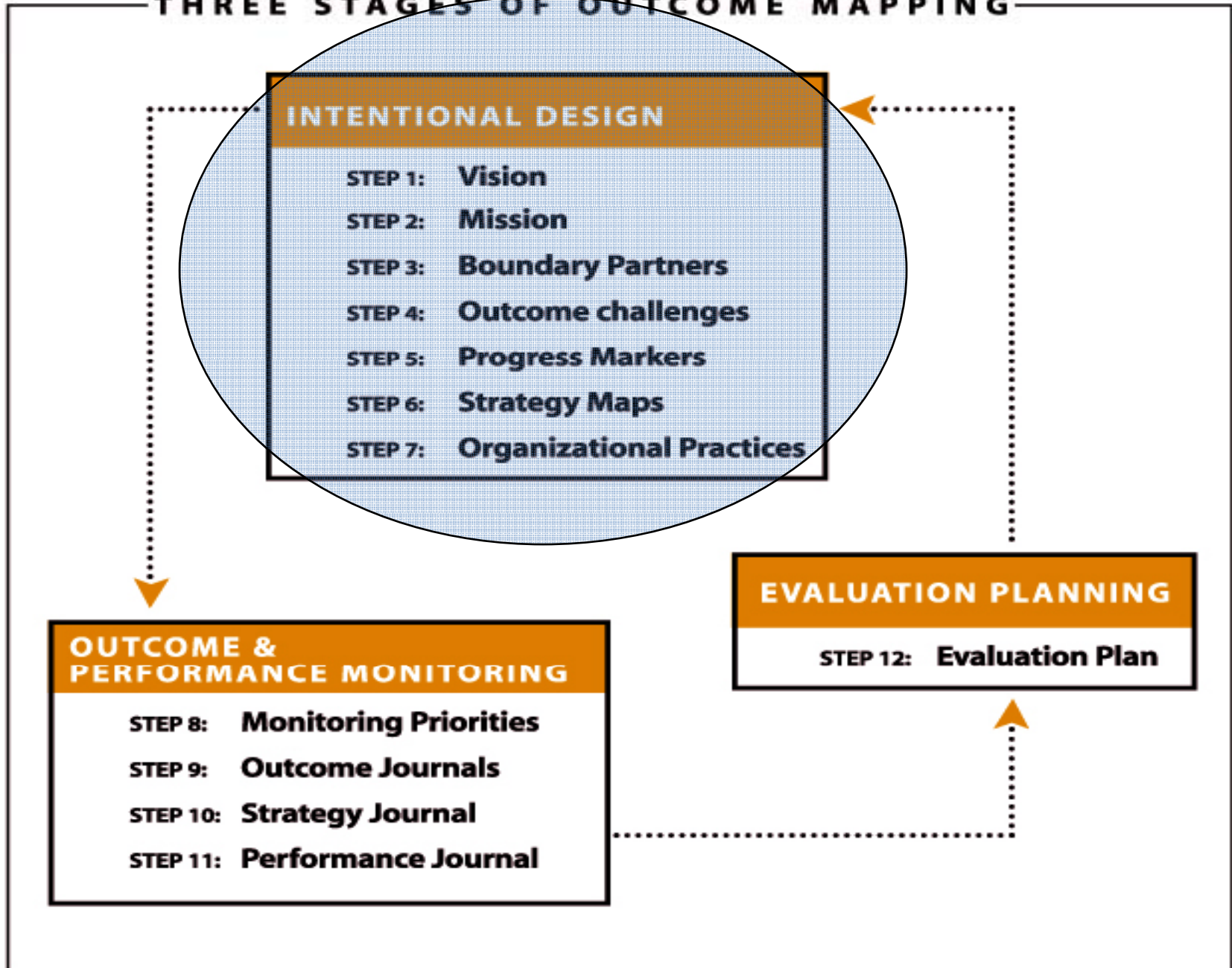
- STEP 1: **Vision**
- STEP 2: **Mission**
- STEP 3: **Boundary Partners**
- STEP 4: **Outcome challenges**
- STEP 5: **Progress Markers**
- STEP 6: **Strategy Maps**
- STEP 7: **Organizational Practices**

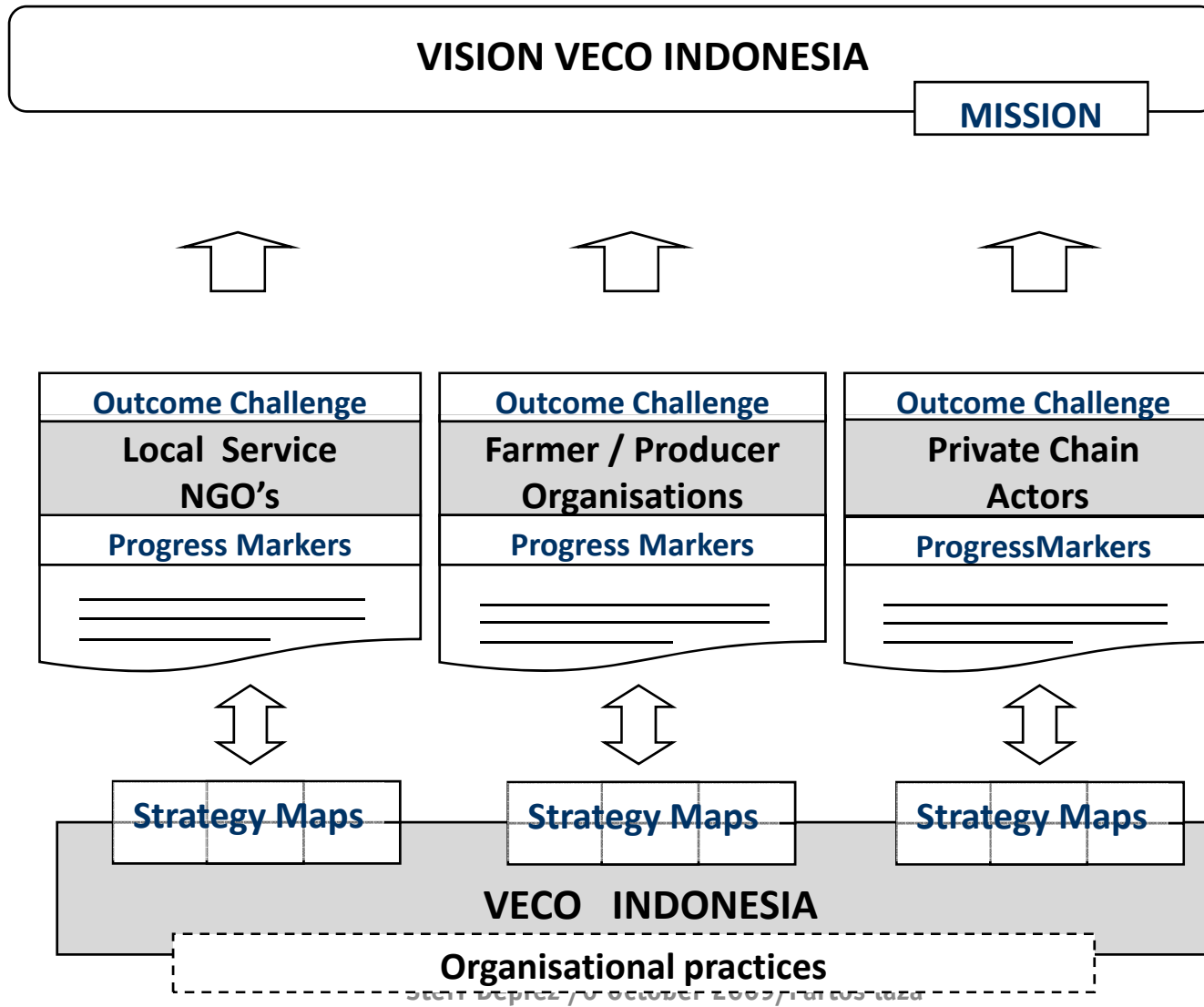
OUTCOME & PERFORMANCE MONITORING

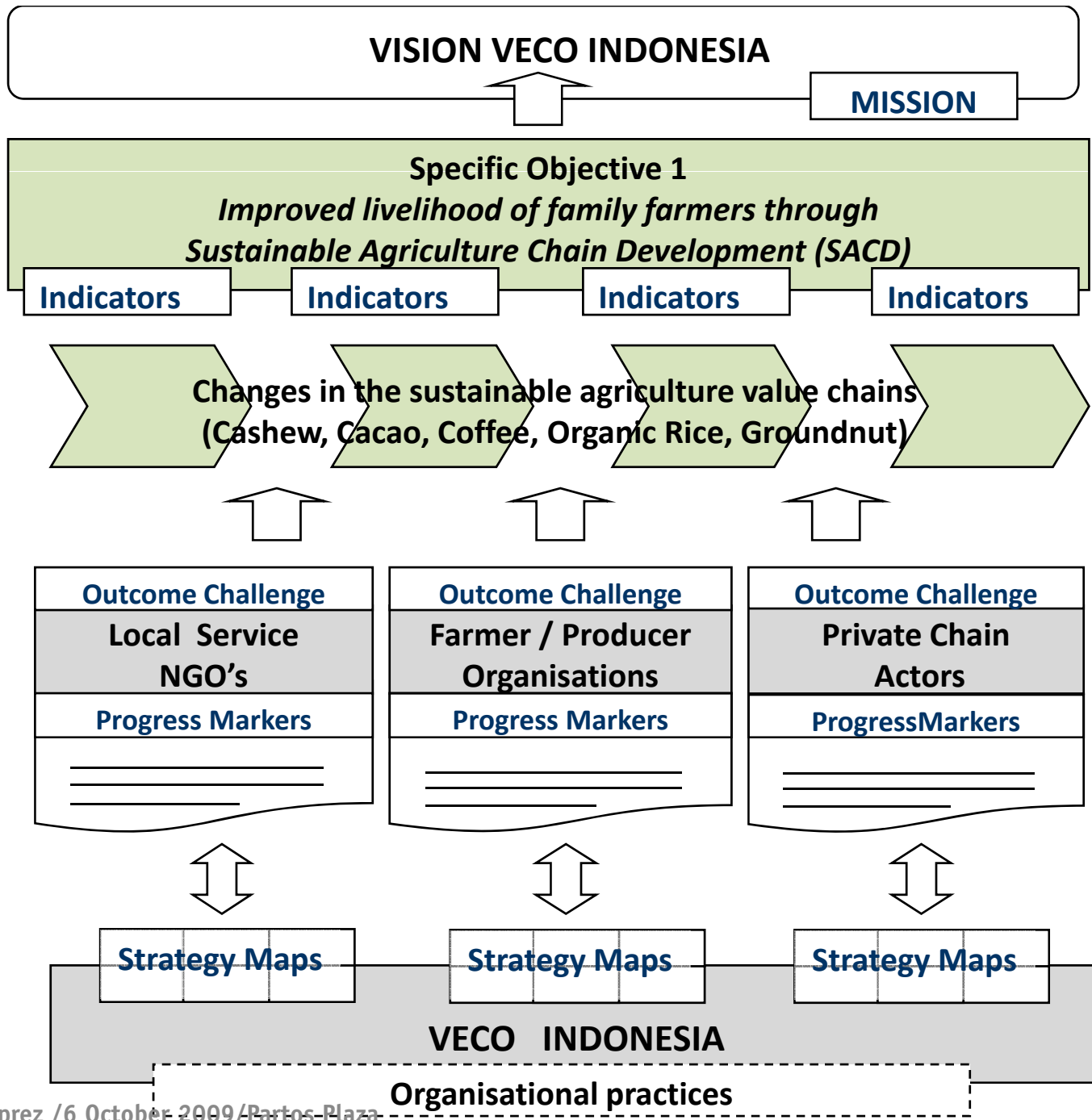
- STEP 8: **Monitoring Priorities**
- STEP 9: **Outcome Journals**
- STEP 10: **Strategy Journal**
- STEP 11: **Performance Journal**

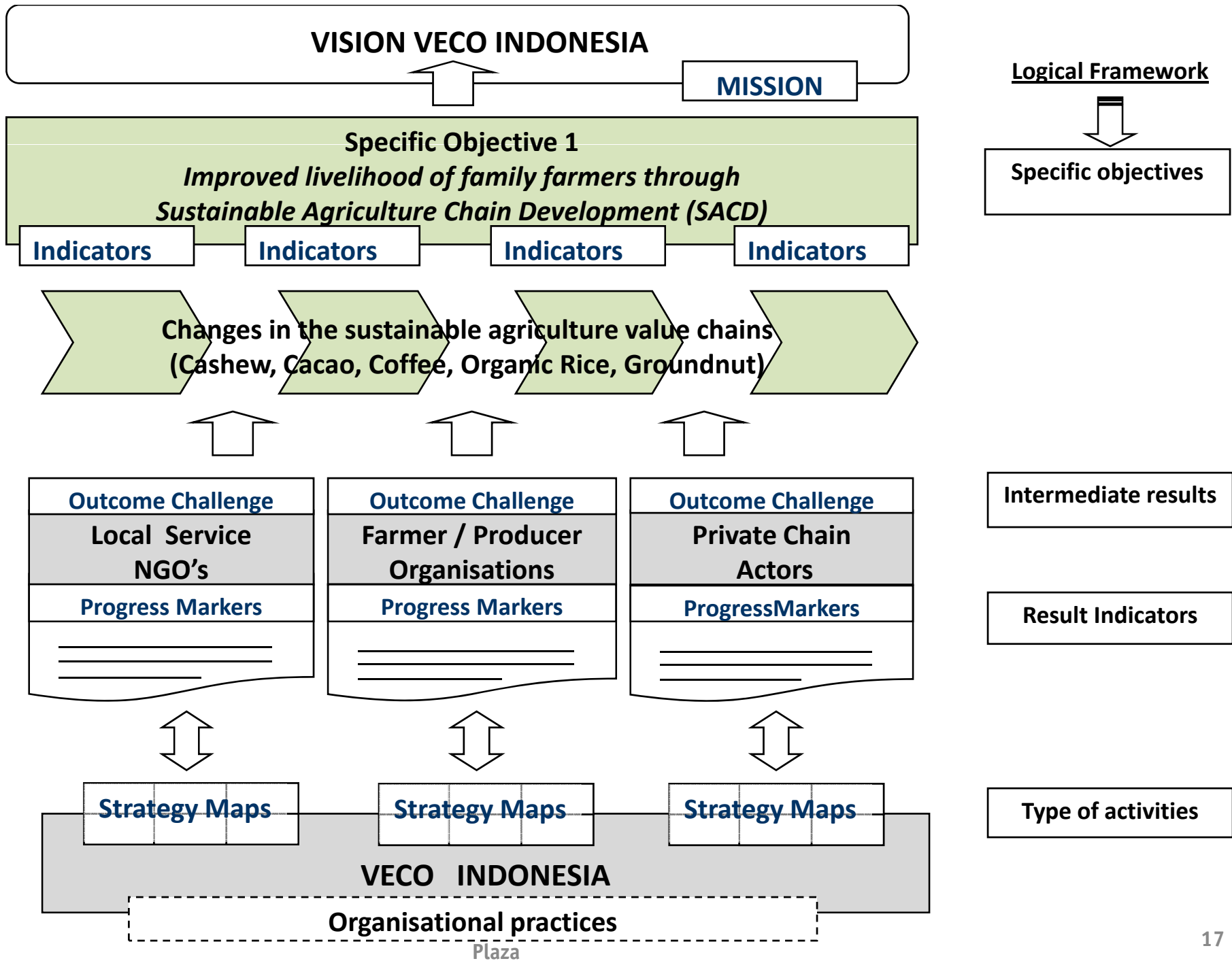
EVALUATION PLANNING

- STEP 12: **Evaluation Plan**











General lessons learned

- Strategic directions of the program have to be clear on forehand
- Contextualising OM is required
- Most likely OM will be combined with other methods (e.g. logframe, MSC, ...)
- Involve the boundary partners from the start
- Capacity building is embedded in the OM programme logic
- Talk and involve the donor(s)
- It takes time to fully grasp the method and its implications for the program
- The process itself is motivating, assist in alignment of thoughts, fosters analysis and enhanced understanding of the programme among the team, ...
- OM is based on another paradigm. It requires a mind shift, it is more than a face lift operation.
- Facilitation is recommended

THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

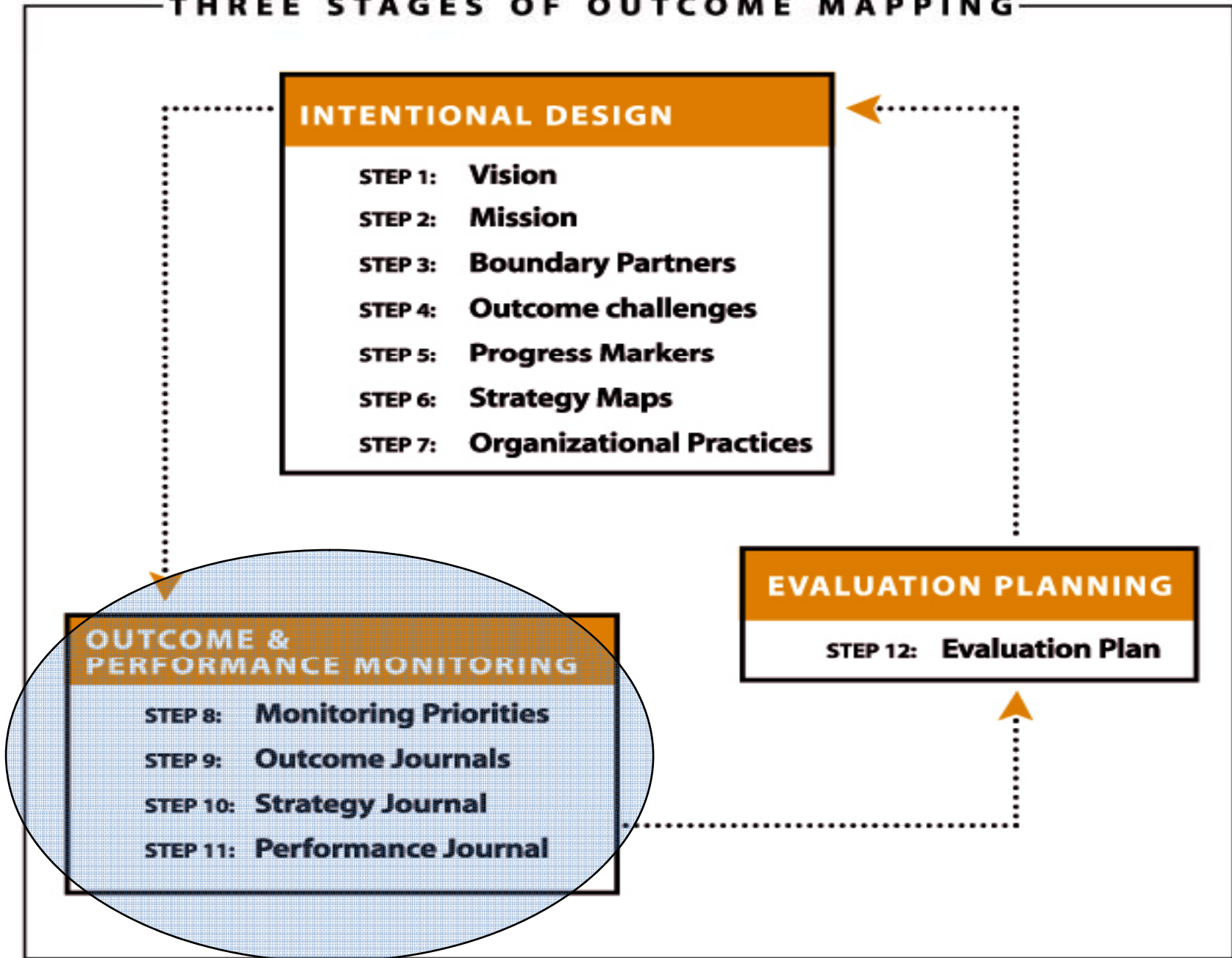
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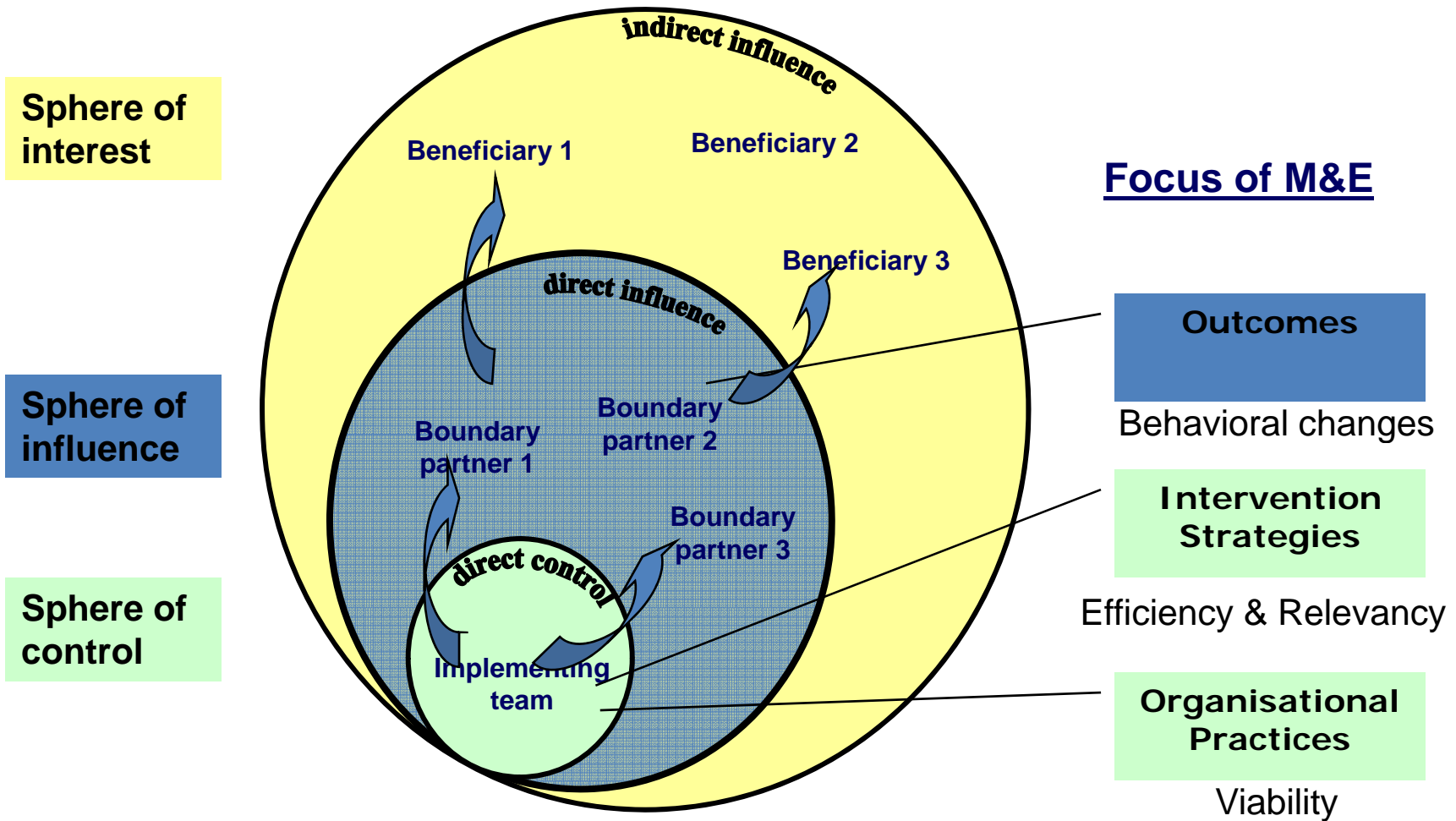
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EVALUATION PLANNING

- STEP 12: **Evaluation Plan**



M&E in Outcome Mapping



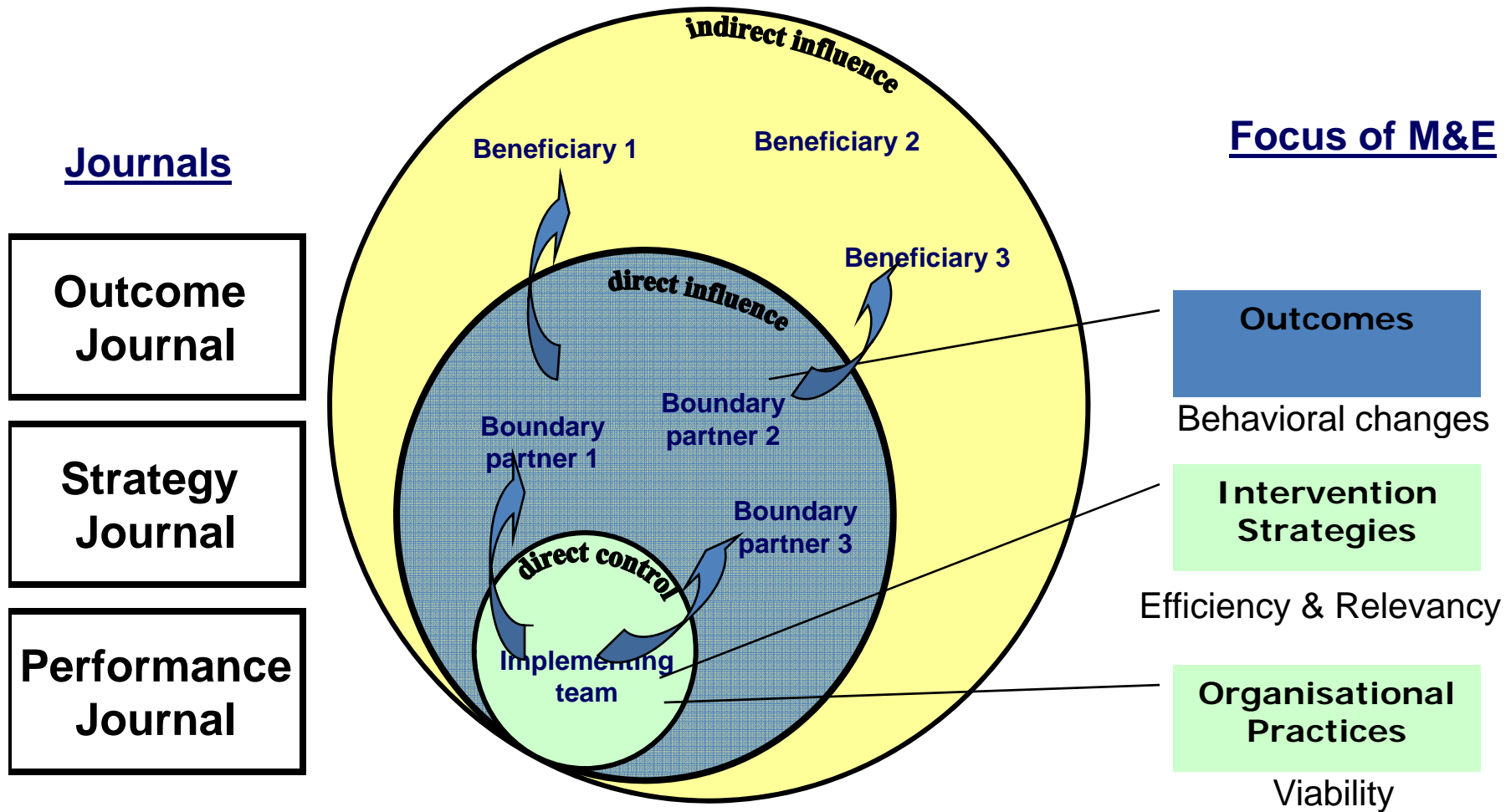
Outcome Mapping Monitoring

- Systematic collection of data
- Engage in a regular learning & improvement cycle
- Encourages the program to challenge itself

Focus on F2F meeting (interaction)

- Power of self-assessment
- Regular face-to-face meetings to reflect & record on observed changes
- Interviews and/or focus groups with boundary partners

3 types of monitoring journals



THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

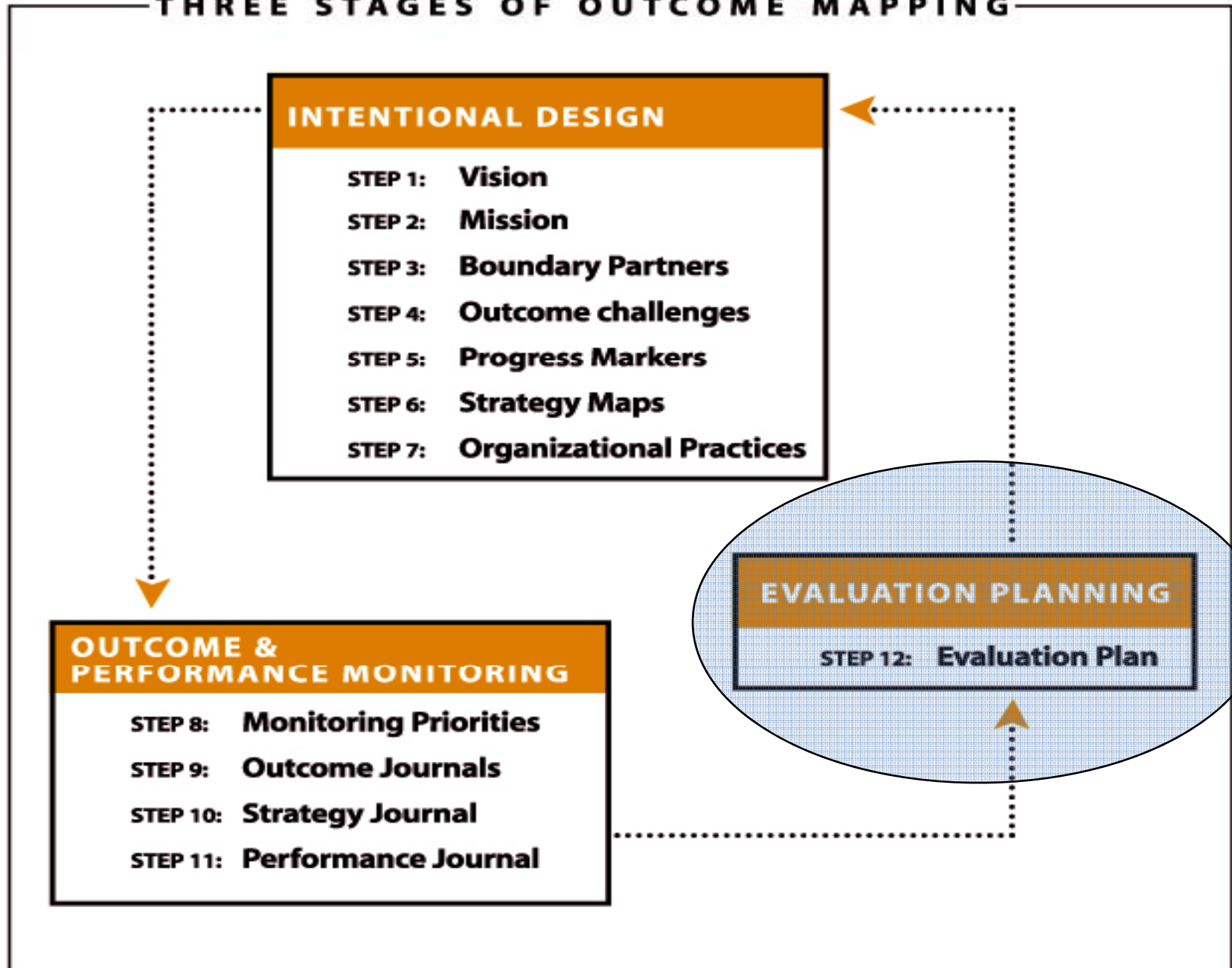
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OUTCOME & PERFORMANCE MONITORING

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EVALUATION PLANNING

- STEP 12: **Evaluation Plan**



Elements of an Evaluation Plan

Evaluation Issue:						
Who Will Use Evaluation, How, & When?	Questions to be Answered	Info. Sources	Evaluation Methods	Who Will Conduct & Manage the Evaluation?	Date (Start & Finish)	Cost

OUTCOME MAPPING: WHAT'S NEW?

OM acknowledges the complexity of the development process

Predictability vs anticipating to emerging insights (flexibility)

Inclusion of unintended changes

OM acknowledges problem of impact

- *Attribution vs contribution*

OM is an actor-centered approach

- *Focus on behavioral changes vs change in state/situation*

Build in notion of capacity development and sustainability

OUTCOME MAPPING: WHAT'S NEW?

OM makes the role of the programme team explicit

*Effectiveness, efficiency and relevance of the intervention
if we want to change others, we have to be able to change ourselves*

OM fosters evaluative thinking

Fosters a reflective practice

OM fosters dialogue and negotiation with partners

*Two way accountability
Co-create the map together*

GROUP WORK: SOCRATIC DIALOGUE

Groep 1: Formuleer een stevige argumentatie voor het gebruik van OM als programma model voor de volgende fase van je programma?

Groep 2: Formuleer een stevige argumentatie waarom OM zeker niet kan gebruikt worden als programma model voor de volgende fase van je programma?

Groep 3: Ja, OM draagt bij tot een betere vorm van verantwoording? Hoe? Argumenteer!

Groep 4: Nee, OM draagt niet echt bij tot een betere vorm van verantwoording? Waarom? Argumenteer!

MONITORING @ VREDESEILANDEN

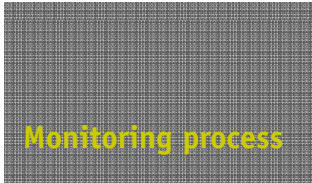


PLANNING, LEARNING & ACCOUNTABILITY SYSTEM



outcome
mapping

Steff Deprez/Partos Plaza
6 October 2009



Planning, Learning and Accountability (PLAs)

- PLAs = an integrated system, not an add-on
- In line with the intentions of becoming a learning organisation
- Inspired by the principles of:
 - Participatory Monitoring & Evaluation (PM&E)
 - Utilisation-Focused Evaluation (UF-E)
 - M&E process proposed by Outcome Mapping

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PLA Design Process



1. Defining the **purposes and the scope** of the M&E process
2. Identify the **spaces & rhythms** of the organisation
3. Identify **information needs**
4. Plan for **data collection**, storing & synthesis
5. Plan for **analysis**, critical reflection and decision-making
6. Plan for **documenting**, reporting and sharing M&E results
7. Assess and plan for necessary capacities and **organisational conditions**



1. Determining the Purpose & Scope of PLA



Purpose, intended uses and users

ACCOUNTABILITY

LEARNING





2. Organisational Spaces & Rhythms



What are the key moments/events of the programme crucial for *planning, decision making, sharing, analysis, debate and learning*

E.g. PLANNING			
PURPOSE & INTENDED USES	MAIN USERS	ORGANISATIONAL SPACES	RHYTHM
Short-term planning			
Strategic planning			



2. Organisational Spaces & Rhythms



Why organisational spaces and rhythms?

- Organisational spaces (=interactions) bring organisations and programmes to life
- To build monitoring into those events which are crucial for debate, sharing, learning and decision-making
- Monitoring and learning becomes integral to the thinking and doing of an organisation

E.g. for VECO Indonesia

- Instrumental to identify illogical sequences, overlapping events and missing events
- learn annual calendar as the basis for the further PLAs design process
- *Key events: bi-annual partner meetings, mid-year & end-year reflection, home weeks*



3. Information needs

PLAS DESIGN STEPS

Purpose & Scope

Spaces & Rhythms

Information needs

Data Collection & Synthesis

Sense Making

Documenting & Communicating

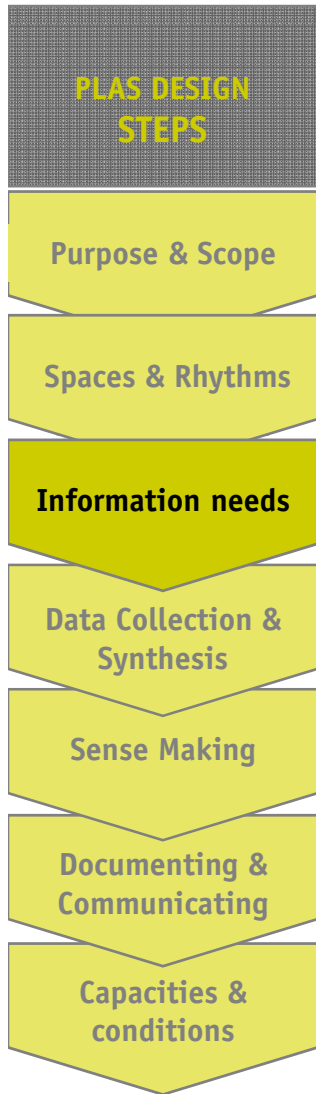
Capacities & conditions

- What are the information needs?
- Linked to intended uses + organisational spaces
- Prioritisation: from 'nice to know' to 'must know'
Which information, for which event, in what form





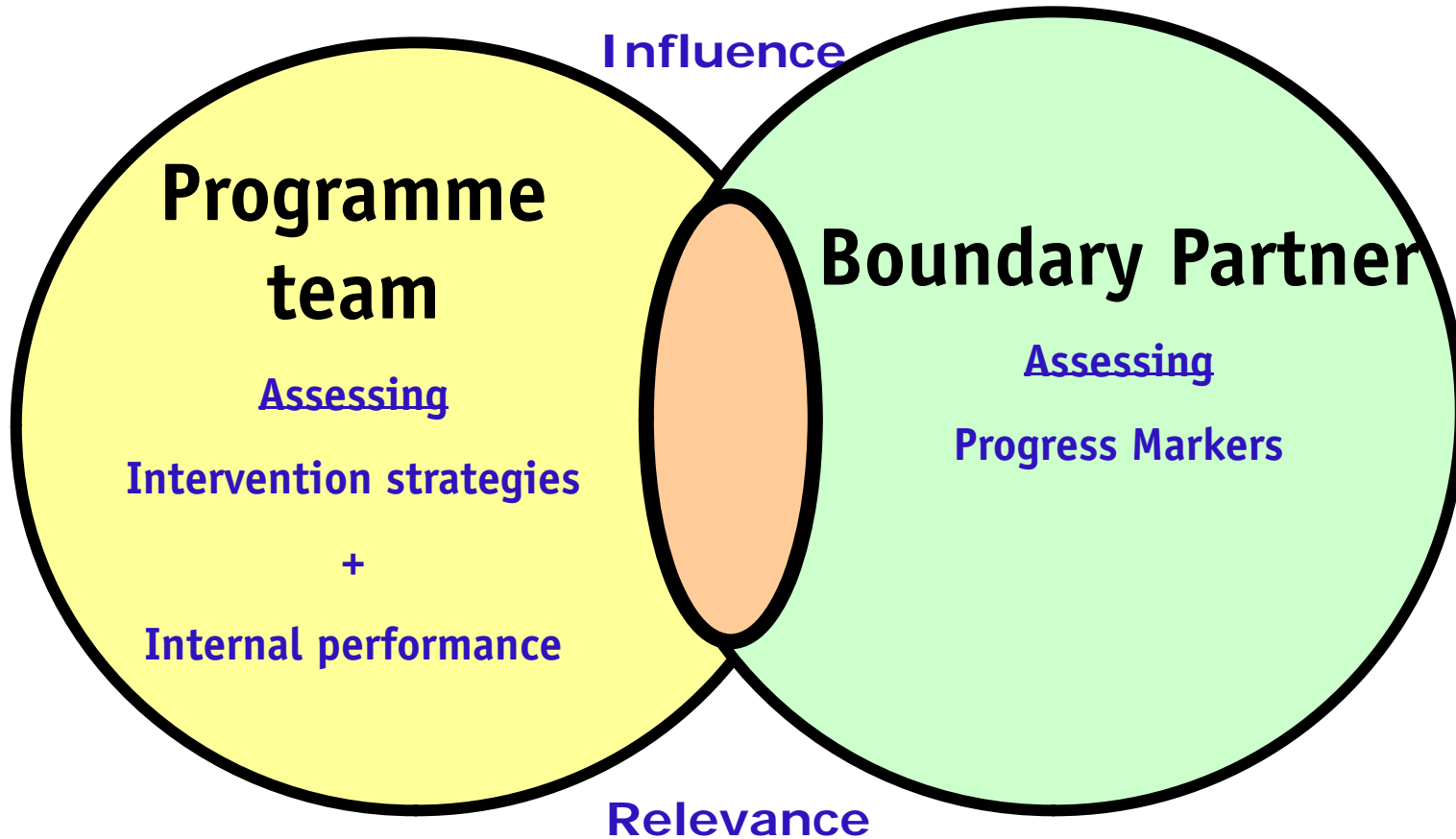
3. Information needs



Info needs Vredeseilanden

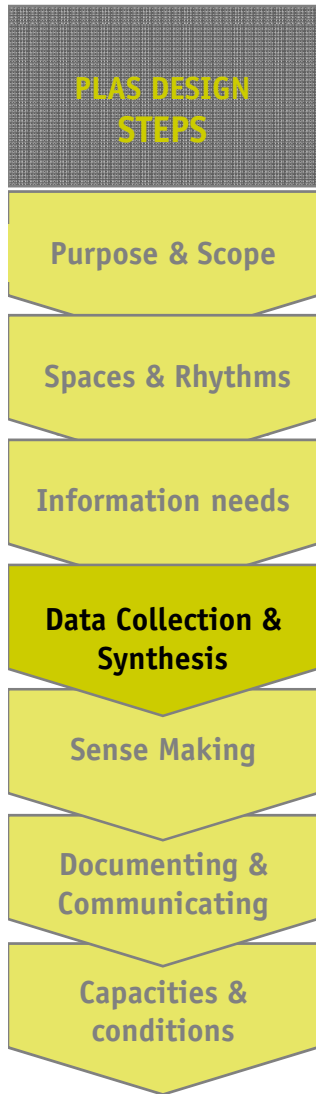
- Specific Objectives > indicators and stories
- Ongoing value chain monitoring: chain parameters
- Outcomes: changes in boundary partners (progress markers)
- Strategies: VECO's performance & practice
- Context

Monitoring in OM





4. Data Collection & Synthesis



Type of data required?

- Primary-secondary
- Quantitative-Qualitative
- Micro-Macro
- Group-Individual

Appropriate data collection methods? How often?

How is data stored?

How is information synthesised and presented?

By who? By when?



4. Data Collection & Synthesis

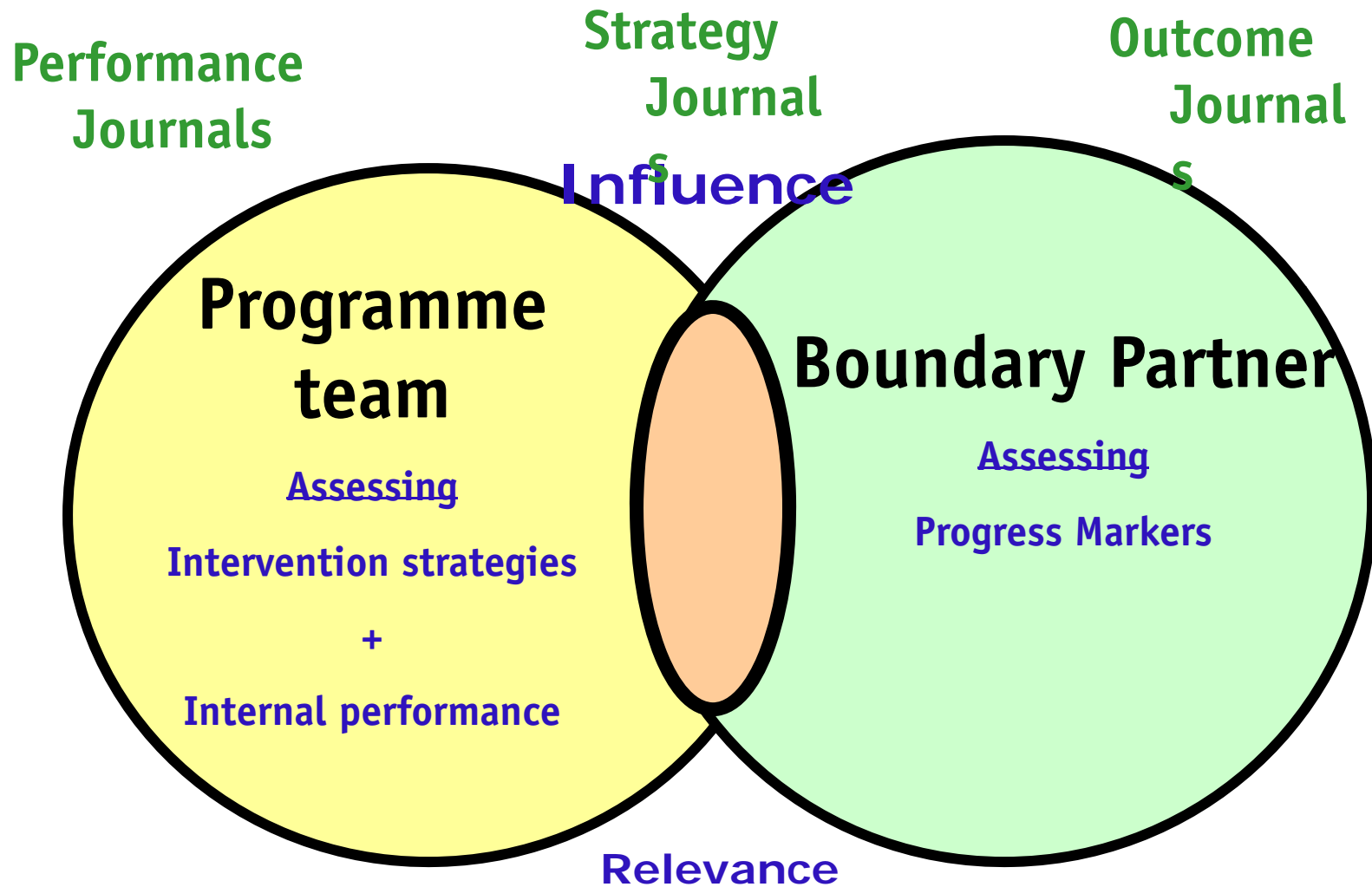


Outcome and Strategy Journals

VECO uses 1 simplified internal journal as synthesis report

➤ *basis for sense-making and later reporting*

Monitoring journals in OM





5. Sense Making

- Monitoring does not end with data generation
- M&E should facilitate sharing, debate, learning and decision-making
- Use the data
 - Solve problems
 - Anticipate to negative impacts
 - Recognise accomplishments
 - Generate collective understanding
 - Adjust and improve action
 - ...
- Should be well-planned and often requires facilitation



5. Sense Making



Difficult to develop blue-print approach for sense making

Some basic principles

- Data is shared with those who produced the data or to whom it pertains
- Facilitated reflection and critical analysis
- Use of probing questions
- Formulating recommendations or deciding on programme adjustment
- Should be a motivating and inspiring event
- *Acknowledge importance of informal spaces!*



6. Documenting & Communication

PLAS DESIGN STEPS

Purpose & Scope

Spaces & Rhythms

Information needs

Data Collection & Synthesis

Sense Making

Documenting & Communicating

Capacities & conditions

Intended users and report formats

1. Internal documentation and reporting
 - Partner reports (=preparation to the meeting)
 - Internal synthesis report
2. External reports (donors, public,...)

!! Integrated into the publication & external communication strategy (stories, website, popular report, blogging, booklets, ...)



PLAS DESIGN STEPS

Purpose & Scope

Spaces & Rhythms

Information needs

Data Collection & Synthesis

Sense Making

Documenting & Communicating

Capacities & conditions

7. Organisational conditions

How to institutionalise monitoring and learning practice?

Creating Motives

- Guiding ideas
- Support by management
- Develop a learning Culture
- Provide incentives

Creating Means

- Human capacities
- Specialist support
- Concepts, methods and tools
- Budget

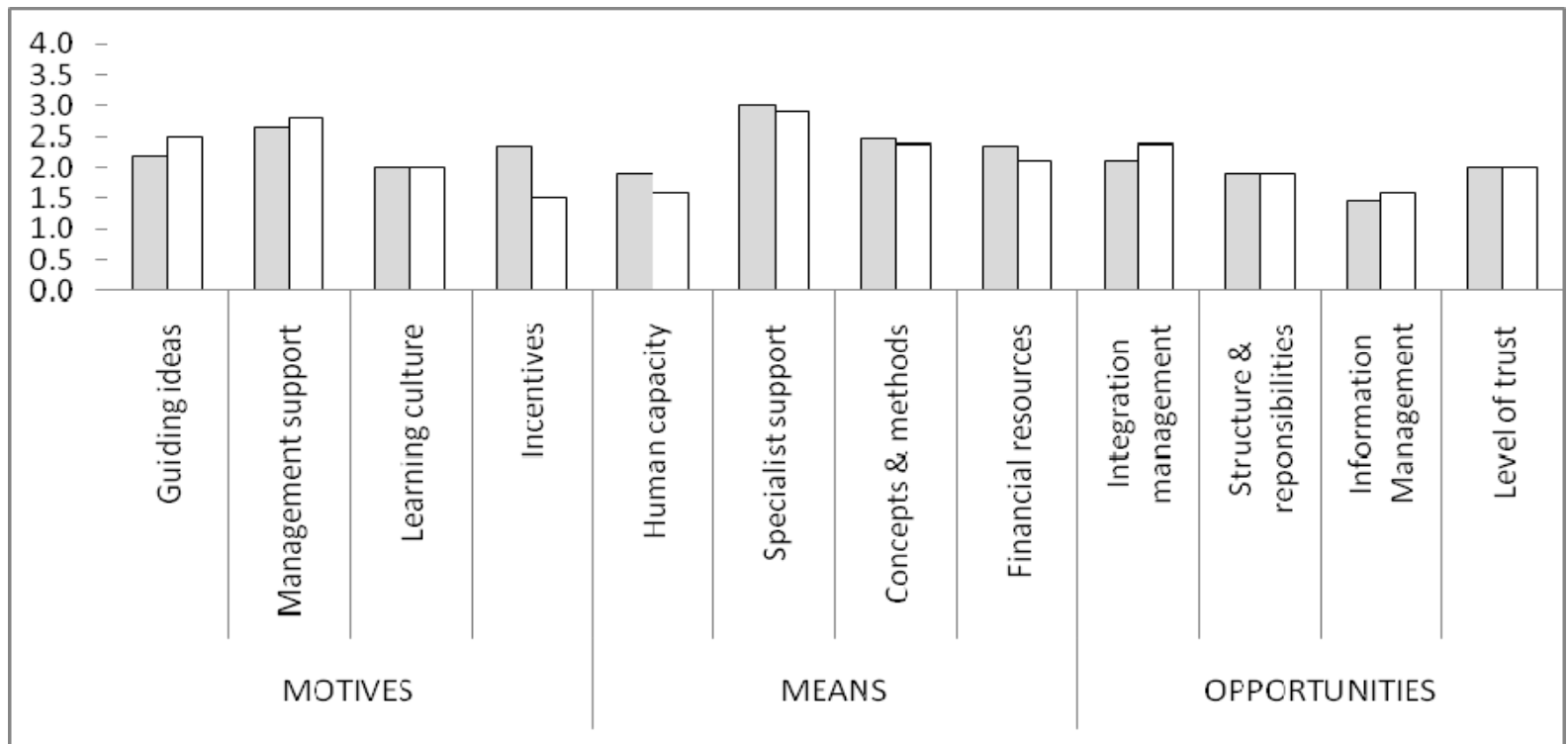
Creating Opportunities

- Integration in planning and management
- Clear M&E plans and responsibilities
- Responsive information management system
- Trust and respect – speak out, challenge, feedback



7. Capacities and Conditions

Assessment: Questionnaire, Focus groups, ...





Some general reflections

- The manual is not sufficient to develop an OM-based M&E system
- The quality of OM depends on the quality of the monitoring and learning process. It is only as good as you use it!
- Don't assume it is going to happen from itself. A learning-oriented M&E system requires facilitation, resources, capacity, persistency, ...
- OM tends to create a lot of (qualitative) data/information. Info overload! > Be pragmatic and refer back to intended use



Some general reflections

- Some programmes focus on progress markers but tend to neglect monitoring of strategy maps and organisational practices
- OM requires a high level of M&E capacity and needs to be embedded in the management process to be successful
- Time and support are needed for 'socialisation', new terms and jargon
- Reporting is still dominant and time-consuming (difficult balance with learning)



Some general reflections

- Synthesising information is not straight forward
- *Using* data (sense-making) is a relatively new experience especially with partners
- Stay alert for generating *relevant and useful* information on impact level



Critical future directions (interlinked)

- Not to be tempted to see/use OM as a causal model during the monitoring process. Are we willing/able to leave the safe zone of pre-determined outcomes and actions?
- Further explore 'intelligent' information seeking processes for impact, value chain analysis and strategies (*when is detail required? When is macro data or patterns enough and how to collect data for it?*) for impact, outcomes and strategies
- Conscious investment to move from intra-organisational monitoring and learning (from VECO's perspective) towards institutional/social learning process
- Commitment to invest in strengthening the organisational conditions (M&E capacity)