ADRRRN
Outcome Mapping Workshop
Kathmandu, 3-5 Sept 2013
Workshop Programme

DAY 1
- Formal Opening
- Intro to OM for ME
- Program Reconstruction & Results chain
- Behaviour Change as Prog Results

DAY 2
- Refining Indicators
- Review current monitoring system
- Manager Question & Monitoring tools
- Outcome Journal & Outc harvesting

DAY 3
- Incorporated Learning & Align to Ausaid
- Org. Practice & Action Planning
- Study Visit
- Study Visit

REAL CASE

ADRRN Logframe

ADRRN Monitoring and Evaluation Framework (OC + PM)

ADRRN monitoring and Reporting tools
Incorporated learning: Organisational Practice
Intentional Design

step 7: organizational practices
Why organizational practices?

- To keep the program **effective** in fulfilling its mission
- To keep the program **viable** in a changing context
- To support change (in boundary partners) the program needs to be able to change and adapt as well
What you do as an organization to

✓ keep learning
✓ foster creativity & innovation
✓ seek better ways to assist your partners
✓ maintain your niche
✓ maintain high level support
✓ build relationships
Organizational practices

1. Prospecting for new ideas, opportunities, and resources
2. Seeking feedback from key informants
3. Obtaining the support of your next highest power
4. Assessing and (re)designing products, services, systems, and procedures
Organizational practices

5. Checking up on those already served to add value
6. Sharing your best wisdom with the world
7. Experimenting to remain innovative
8. Engaging in organizational reflection
What could you be doing in order to improve effectiveness?

What could you be doing to help you remain viable and valued in your field, in your organization?
<table>
<thead>
<tr>
<th>Risk Management Practices</th>
<th>Key actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk: Outcomes do not get up scaled</strong></td>
<td>The program makes full use of the latest technology and data sources to scan the region and world for new opportunities to launch or foster new ideas</td>
</tr>
<tr>
<td><strong>Risk Management Practice 1:</strong> Continuous</td>
<td></td>
</tr>
<tr>
<td>prospecting for new ideas, opportunities and</td>
<td></td>
</tr>
<tr>
<td>resources</td>
<td></td>
</tr>
<tr>
<td><strong>Risk: Deliverables do not make desired impact.</strong></td>
<td>Program staff actively seek the views and opinion of the experts in disaster risk reduction, response and climate change adaptation who are working outside the scope of the activities</td>
</tr>
<tr>
<td><strong>Risk Management Practice 2:</strong> Seeking feedback</td>
<td></td>
</tr>
<tr>
<td>from key informants</td>
<td></td>
</tr>
</tbody>
</table>
### ORGANIZATIONAL PRACTICES

<table>
<thead>
<tr>
<th>Risk Management Practices</th>
<th>Key actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk: Deviation in programme activities</strong></td>
<td>Program staff meets once in a Month under the leadership of chairperson to review experiences of service delivery and system in identifying and building new initiatives</td>
</tr>
<tr>
<td>Risk Management Practice 3: Assessing (re) designing products, services, system and procedures</td>
<td></td>
</tr>
<tr>
<td><strong>Risk: Outcomes of the activities are in isolation.</strong></td>
<td>Program staff will identify various conferences and workshops related to disaster risk reduction, response and climate change adaption and will deliver paper in seminars on program through network’s newsletter “Ground Truth” at least once in quarter</td>
</tr>
<tr>
<td>Practice 4: Sharing wisdom with others</td>
<td></td>
</tr>
<tr>
<td><strong>Risk: Lack of cooperation from membership in particular region/country</strong></td>
<td>ADRRN secretariat will make sure continuous coordination is happening between members and secretariat and will also ensure contingency planning for various activities</td>
</tr>
<tr>
<td>Risk Management Practice 5: Mechanism for regular coordination with members.</td>
<td></td>
</tr>
</tbody>
</table>
planning and assessment in OM & beyond

Contextual Information

Program
(performance journal)

Partner
(outcome journal)

Strategies
(strategy journal)

relevance & viability
(of the program)

implementation
(interventions by the program)

outcomes
(behaviour changes in the partners)

situational data
MDF

Relevant AusAID Policies
Types of Performance Report

1. Annual performance report
   - What are the results
   - What is the quality of activities
   - What are the management consequences for this assessment?

2. The quality reporting system

3. Evaluation
### AusAID Civil society engagement framework (June 2012)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 IMPROVED EFFECTIVENESS AND IMPACT</td>
<td>The Australian Government seeks to improve development impact by linking increased funding to CSO effectiveness, capacity and relevance to Australia’s aid objectives, by consistently tracking and reporting results, and by promoting better practice approaches.</td>
</tr>
<tr>
<td>2 SUSTAINABILITY</td>
<td>The Australian Government seeks a sustainable approach to overcoming poverty within developing countries by building service delivery capacity, improving governance and strengthening local systems.</td>
</tr>
<tr>
<td>3 REDUCED RISKS AND SHARED ACCOUNTABILITY</td>
<td>The Australian Government acknowledges that working in developing countries can be risky, but seeks to reduce and manage risks including by working closely with CSOs to enhance child protection and to reduce fraud and mismanagement of funding.</td>
</tr>
<tr>
<td>4 EFFICIENCY AND VALUE FOR MONEY</td>
<td>The Australian Government seeks to ensure that working with CSOs is an efficient delivery option and that CSOs make optimal use of resources in achieving intended outcomes (value for money).</td>
</tr>
<tr>
<td>5 DIVERSITY AND INNOVATION</td>
<td>The Australian Government seeks to improve effectiveness of the aid program by promoting innovative responses to development challenges and drawing on the skills and experience of a more diverse range of partners.</td>
</tr>
</tbody>
</table>
Principles

- Reducing poverty
- Mutual accountability for Results
- Open communication and consultation
- Respect for independence
- Appreciation of diversity
- Do no Harm
- Equity
- Shared learning
- Collaboration
- Support local system and ensure sustainability
All activities is expected to:
1. Achieved clearly stated objectives that contribute to higher level objectives in the program strategy.
2. Effectively measured progress toward meeting objectives
3. Continually managed risks
4. Appropriately address sustainability, with due account of partner government systems, stakeholder ownership and phase out.

5. Be based on sound technical analysis and continuous learning.

*AusAID on performance Framework*
Principles:
1. Clear objectives
2. Transparency
3. Contestability and sound evidence
4. Whole of government and other partnership
5. Alignment and harmonization
6. Efficiency
7. Approximate mix of independence and self assessment
AusAID Assessment of Civil Society Organisations
Part A: Due Diligence Assessment Standards for CSOs
Consultation Draft
The Assessment Approach

CSOs will be assessed against each Capacity Domain and the Reviewer will determine the CSO’s level of capacity to comply with the Due Diligence Assessment Standards. The due diligence assessment is not a pass/fail process and as such CSOs will be assessed and accorded an accompanying capacity building plan and risk mitigation strategy as follows:

- Minimum level of capacity in place - requires capacity strengthening support and risk mitigation strategy
- Moderate level of capacity in place - requires minor capacity strengthening support
- High level of capacity in place - no action required
- This approach will also serve to further facilitate the inclusion of a diverse range of CSOs, capacities and risk profiles.
Due Diligence Pillars

1. **Organisational Capacity**: entity details, past performance, technical/operational capacity, financial viability, results and performance management, cost and value consciousness.

2. **Risk Management**: Fraud Control, anti corruption, sanction list, counter terrorism, criminal record check, risk management, fiduciary risk

3. **Safe guard**: Child protection, Displacement and Resettlement, disability, environmental guard,

4. **Policy requirement**: transparency, branding, policy compatibility.
Outcome Harvesting

- A tool for monitoring and evaluating the results of development interventions
- Developed since 2003 by Ricardo Wilson-Grau
- Now used widely by evaluators, including those using outcome mapping

OUTCOME is:

- An observable and significant change in a social actor’s behaviour, relationships, activities, actions, policies or practice that has been achieved...
- … and that has been influenced by the change agent.
1. Focus on utilisation
2. Design the harvest
3. Review documentation and draft outcomes
4. Engage with informants
5. Substantiate
6. Analyse, interpret
7. Support use of findings
Focus on utilization

• To what extent did the outcomes we influenced in 2009-2011 represent patterns of progress towards our strategic objectives?

• Was our investment in the activities and outputs that contributed to our 2009-2011 outcomes cost-effective?

• What? So what?
In the light of monitoring and evaluation questions, what data is required and how and from whom will it be obtained?

WHOM: Social actors:
- Individual
- Group or community
- Institutions
- Organisations

WHAT: CHANGES
- Behaviour
- Relationship
- Policies and practices
- Actions & activities
Review documents on reports and the identify the following outcome:

- **Description** of outcome: The formulation of an outcome is as specific, verifiable and as detailed as makes sense for the primary intended users and their principal uses.
- Who changed what, when and where?
- What activities and outputs plausibly contributed to the change in the social actor, however partially, indirectly and even unintentionally?
- Other information:
  - Significance of the outcome; Collaboration with other social actors; Contribution of other actors and factors; History; Context; Evidence of impact on people’s lives;
• Present the **final outcome formulation** to one or more credible (independent, knowledgeable) person(s) and ask them to go on record with their opinion:

• 1. To what degree you are in agreement with the outcome description?

• 2. How much do you agree with the description of how this change is influence of the project

  – [ ] Fully agree
  – [ ] Partially agree
  – [ ] Disagree

  – Comments if you like: ..........................
Reflection and Action Planning

A Working Paper by Jan van Ongevalle, Robert Chipimbi, Mqaphellisi Sibanda
1. What topics have we discussed in this training?
2. What are the eye-openers, that make you enthusiastic? Why?
3. What aspects of OM that you disagree with? Why?
4. Which tools which will be useful for your work? Why?
5. Will you advocate for the implementation of OM in your organisation? Why? How?
1. I fully understand the meaning of Outcome in OM paradigm

2. I feel very confident to explain OM to my colleagues

3. We can make this workshop better

1. Strongly Agree
2. Agree
3. Disagree
4. Strongly Disagree
http://www.outcomemapping.ca/resource/
Study visits

MDF
Learning from real project

– Group 1 & 4: Draw the actor chains of the project

– Group 2 & 5: Identifying Results

– Group 3 & 6: What works well and why?

– All group: What did you learn from the visits? What aspect that you want to adopt / adapt
Outcome Harvesting

- A tool for monitoring and evaluating the results of development interventions
- Developed since 2003 by Ricardo Wilson-Grau
- Now used widely by evaluators, including those who use outcome mapping

OUTCOME is:

- An observable and significant change in a social actor’s behaviour, relationships, activities, actions, policies or practice that has been achieved...
- … and that has been influenced by the change agent.
1. Focus on utilisation
2. Design the harvest
3. Review documentation and draft outcomes
4. Engage with informants
5. Substantiate
6. Analyse, interpret
7. Support use of findings
Focus on utilization

• To what extent did the outcomes we influenced in 2009-2011 represent patterns of progress towards our strategic objectives?
• Was our investment in the activities and outputs that contributed to our 2009-2011 outcomes cost-effective?
• What? So what?
In the light of monitoring and evaluation questions, what data is required and how and from whom will it be obtained?

WHOM: Social actors:
- Individual
- Group or community
- Institutions
- Organisations

WHAT: CHANGES
- Behaviour
- Relationship
- Policies and practices
- Actions & activities
Review documents on reports and the identify the following outcome:

- **Description** of outcome: The formulation of an outcome is as specific, verifiable and as detailed as makes sense for the primary intended users and their principal uses.
- Who changed what, when and where?
- **What activities and outputs plausibly contributed to the change in the social actor, however partially, indirectly and even unintentionally?**
- Other information:
  - Significance of the outcome; Collaboration with other social actors; Contribution of other actors and factors; History; Context; Evidence of impact on people’s lives;
Substantiation

- Present the **final outcome formulation** to one or more credible (independent, knowledgeable) person(s) and ask them to go on record with their opinion:
  - 1. To what degree you are in agreement with the outcome description?
  - 2. How much do you agree with the description of how this change is influence of the project
    - [ ] Fully agree
    - [ ] Partially agree
    - [ ] Disagree
    - Comments if you like: ........................