

Value-adding of Outcome Mapping in ACCESS Phase II



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Strengthening Scheme (ACCESS) Phase II



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Aid 

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"What we have ignored is what citizens can do and the importance of real involvement of the people involved.....when individuals have this way of working together officially and can build trust and respect, they may be able to solve problems."

Elinor Ostrom, Nobel Prize recipient for Economics, 2009

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ABSTRACT

ACCESS Phase II systems approach recognised that improved local governance changes required multiple actors (individuals, groups and organisations) to change the way they relate to each other and their environment in order to promote transparency, accountability and inclusive public participation. Outcome Mapping (OM) helped ACCESS' civil society partners to plan and monitor activities that would bring about the necessary behaviour changes. This paper documents the relevance and contribution of OM with its focus on behaviour change as program outcomes. Based on interviews with CSOs and secondary data, the paper reflects how OM has promoted open dialogue and critical thinking; helped to focus on the strategic roles of each actor as change agents and promoted enthusiasm, commitment and determination through creating a shared vision. Challenges in using OM included resistance from those who favoured log frame approaches, allocating time and resources for capacity building on OM and combining OM with donor needs for quantitative impact measurements.

1. INTRODUCTION

Outcome Mapping (OM)¹ was introduced to ACCESS Phase II, a civil society strengthening program, in 2008 to help address the complexities of improving local democratic governance systems. Such systems are essentially about how multiple actors (individuals, groups and organisations) relate to each other and their environment while differences among them, such as governance structures, power relations, culture, mandates, capacities, values and priorities, creates complexity and influences their interest to engage in the Program. The future emerged as actors engaged in action so that outcomes were not always predictable or attributable to one actor alone. In short, ACCESS could not be seen separately from the context within which it operated.

OM appeared to offer a conceptual and operational framework for grasping complex change processes, recognising the importance of actors connected in relationship and capturing less tangible and unexpected changes such as more sensitive to gender issues (eg involving women in all activities and decision making). This differs from other logic approaches such as Log Frame Approach (LFA) that typically follow the logic of linearity, predictability and control and are less flexible in responding as new issues emerge during implementation².

Using OM was a bold experiment as ACCESS was one of only two programs in Indonesia at the time using OM as the basis for their intentional design and monitoring systems (the other being VECO, a Belgian NGO). It added to the innovation by combining OM with an assets based and appreciative inquiry approach. External and internal evaluations of ACCESS subsequently found³ substantial evidence of behaviour change including greater citizen confidence in dealing with government service units, increases in transparency of government operations, more priority being given to citizen's needs in government decision-making, government funding support for and replication of ACCESS activities. The evaluations also found that ACCESS had contributed to creating the necessary relationships and preconditions for demand driven development that can strengthen local poverty alleviation efforts in the longer term.

In February 2014 ACCESS conducted a rapid assessment to document the relevance of OM in achieving its results and to capture learning about OM's perceived usefulness in supporting CSOs in their programs. The assessment was based on existing program data, 8 in-depth interviews with two CSO partners from each of the four program provinces (see Attachment 1) and the personal knowledge of the authors⁴. It drew from an analytical framework - *The Outcome*

¹ For a full description of Outcome Mapping and supporting documentation, see Outcome Mapping Learning Community website: <http://www.outcomemapping.ca>

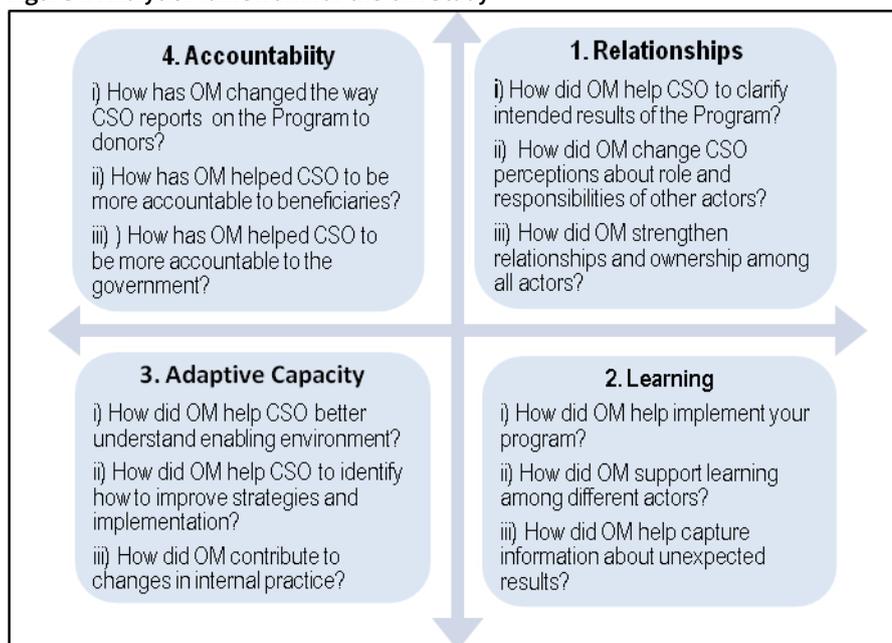
² Also see www.outcomemapping.ca for various articles comparing Outcome Mapping with Logframe Approach (LFA)

³ AusAID's *Decentralisation Initiative in Indonesia: An Independent Cross Program Evaluation (CPE) of the ACCESS, CPDA, LOGICA, PEACH and PGSP Programs - Draft Report (2013)*; *ACCESS Evaluation of Replication Program (2013)*; *ACCESS Phase II Impact Evaluation (Akatiga)*, IRE and MP3 Stocktake and Case Studies, Civil Society Index 2009 and 2012, CSO Partner Evaluations, ACCESS Change Stories, Strategic Partners Reports and DCEP Review Meetings.

⁴ The authors Nina Shatifan (MEL Adviser) and Toha Arifin (Senior Technical Officer MEL) have played a key role in supporting OM in ACCESS since 2008.

Mapping Usefulness Barometer - developed by Jan Van Ongevalle & Rafael Peels (January 2014)⁵ which resonated with the ACCESS approach. Four aspects were investigated: 1) dealing with multiple actors and their varied expectations, understandings, roles and responsibilities; (2) stimulating learning about the program's effects; (3) satisfying multiple accountability needs; and (4) strengthening adaptive capacity of stakeholders to remain relevant and effective in changing contexts. Figure 1 shows the key questions that formed the data gathering tool.

Figure 1: Analytic Framework for the OM Study



2. OUTCOME MAPPING IN ACCESS PHASE II

2.1. OVERVIEW OF ACCESS PHASE II

ACCESS Phase II⁶ (Australian Community Development and Civil Society Strengthening Scheme) is an Australian-Government of Indonesia program, working in Eastern Indonesia from May 2008 to April 2014, expanding from 16 to 20 districts in 2012. Its core statement was to empower citizens and their organisations (specifically the poor, women and other marginalised groups) so they could engage constructively with local governments and other stakeholders to improve local democratic governance (transparency, accountability, participation, social justice and gender equality) and thereby strengthen local development impacts. It was designed first and foremost as a *civil society strengthening program* to capitalise on the potential role of CSOs, citizens and their organisations as governance actors in a decentralised environment, as described in the Theory of Change in Figure 2.

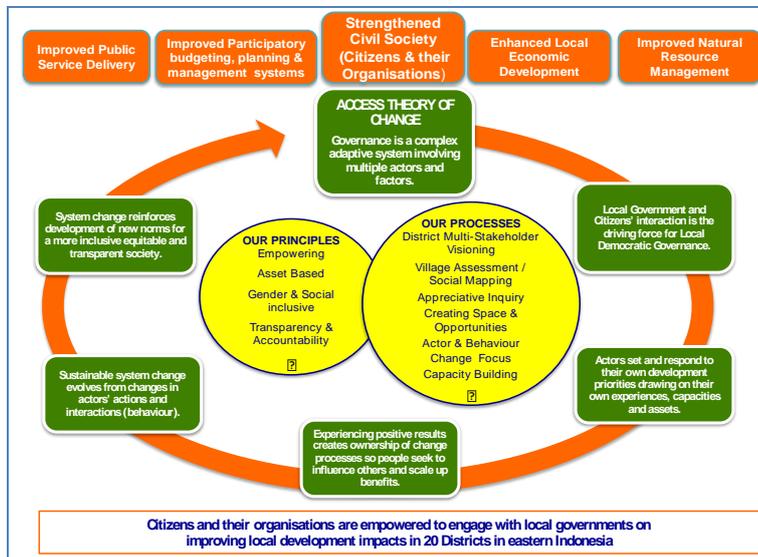
Working with national CSOs as Strategic Partners, the Program funded and supported local CSOs to engage with citizens' networks and alliances and local and national government to promote

⁵ *The Outcome Mapping Usefulness Barometer*, Jan Van Ongevalle & Rafael Peels. Outcome Mapping Learning Community, January 2014.

⁶ This followed ACCESS Phase I which operated from 2003-2008 in eight districts in Eastern Indonesia.

active and inclusive participation to contribute to improving local governance, participatory planning and budgeting, local economic development, natural resource management and public service delivery.

FIGURE 2: ACCESS' THEORY OF CHANGE



At March 2014, ACCESS' 69 local CSOs partners had reached a total of 55,556 direct beneficiaries (58% women) and 6,108,194 indirect beneficiaries (50% women) across 1,127 villages. It had created and strengthened 5,056 community based groups, trained 16,556 (65% women) community facilitators and trained/influenced 2,914 village and district Government personnel. An unexpected outcome was the Program and its partners leveraging a total of AUD3,558,139 (IDR 32,603,235,017) from local government without providing any funding through government budget or procurement systems.

2.2. IMPLEMENTATION OF OM IN ACCESS PHASE II

Box 1: Program Level Progress Markers for CSO Partners:

- 1: CSO improving internal governance and management systems
- 2: CSO mainstreaming gender and social equity into its policies and programs
- 3: CSO Partner building the capacity of community facilitators and community organizations as change agents for village level development
- 4: CSO Partner supporting citizens and their organizations to advocate their demands to village and district governments
- 5: CSO Partner networking with other CSOs on improving local democratic governance
- 6: CSO Partner regularly engaging with local governments on local democratic governance issues.

ACCESS introduced OM to partners through a series of workshops using an Indonesian Resource Kit and support materials that were developed to explain OM methodology in culturally and linguistically appropriate ways⁷. CSOs developed grant proposals - including Vision, Outcome Challenge and Progress Markers (PMs). CSOs identified PMs for their behaviour change (known as Zone 1) and of their intermediary partners and beneficiaries (Zone 2) that moved from simple to more complex change (e.g. from awareness raising to advocacy)⁸. Their program designs built on what already existed based on an analysis of

⁷ This Kit was developed jointly with VECCO, a Belgian NGO working in Indonesia, based on study *Contextualising Outcome Mapping in Bahasa Indonesia* undertaken by Steff Deprez and Nina Shatfan through a research award from the Outcome Mapping Learning Community/Overseas Development Institute, 2009

⁸ This followed the OM use of *like to see, expect to see and love to see* for Progress Markers.

assets, strengths and potential of various stakeholders. To assist in Program level monitoring, Zone 1 progress markers were analysed to identify six key PMs which were routinely discussed with partners and self scored for program- wide monitoring (see Box 1).

Initially it was difficult for many partners to understand OM concepts and writing Outcome Challenge and behaviour changes as measures of progress was both novel and challenging for them. However, after six months of implementation, many partners said that they could see the relevance of how changing their own behaviours improved the way they interacted with their constituents and the OM framework made more sense.

3. FINDINGS

3.1. DEALING WITH MULTIPLE ACTORS, PERSPECTIVES AND RELATIONSHIPS

All 8 CSOs partners interviewed saw OM's framework for actor focused development as a significant paradigm shift from the usual project orientation of achieving targets and material benefits. *"OM makes us focus on actions as we need to change our behaviour to influence others. The visioning helps to contribute to changing mind sets. When you focus on behaviour change, you can do things beyond expectations. The impacts focus on broader community change and not just target groups"* (respondent from Lombok Tengah district).

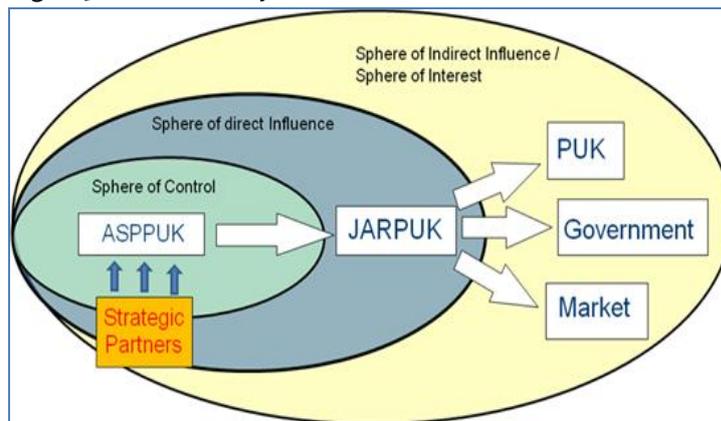
OM made sense as it was based on what respondents considered was real including local wisdom, assets, potential, habits and culture of communities. As one respondent (Sumba) said: *"OM is different from other approaches like LFA which is linear. For example, a logframe says this is how the project will work and the results it will produce. Traditionally M&E focuses on inputs such as training, workshop, grants and impacts such as reduced poverty, incomes improved, people have better health and better governance. Many assume that this is how development works but in reality, it's a non-linear process, with complex relationships and interactions and unknown factors and actors"*.

The use of the three spheres of control, influence and interest (including visual representations) helped identify key stakeholders and those with whom CSOs wanted to work directly. They could see who and what they could control and influence and where they needed to work through others (ie government agencies, other CSOs, donor programs, citizens and their organisations) for the bigger goals.

Figure 1 shows a simplified actor analysis for ASSPUK in Lombok Tengah working on women's economic development. ASSPUK, a national CSO network, working with its national Strategic Partners, strengthened its approach in working with the intermediary partner JARPUK, a district network of women's economic development groups. JARPUK in turn influenced individual womens' groups (comprising women micro and small business entrepreneurs), markets and local government. Internal changes included increasing organisational knowledge and skills in developing and practicing an appreciative inquiry and assets based approach, increased use of participatory methods (within the organisation and with partners), practising values and democratic principles in organisational management and encouraging continuous learning

among staff. Desired behaviour changes of JARPUK members included strengthening their capacity for empowering women entrepreneurs rather than focusing only on economic skills; encouraging more proactive collaboration with other stakeholders (government, other CSOs and markets) in the form of promotion, advocacy and strengthening relationships in order to generate support for implementing its agenda. As a result of this analysis, ASSPUK expanded its sphere of interest to include government agencies in addition to its usual engagement with the Cooperative Department based on its analysis of influence. By the end of the program, the women’s economic groups established by ASSPUK with its partners had 3,337 members, whereas they had planned for 3,000.

Figure 3: OM Actor Analysis for ASSPUK



In a few instances CSO partners changed their selection of intermediate partners based on their OM analysis, recognising that others were better positioned to take on influencing roles. One CSO in South east Sulawesi decided to work with parents of school children as their intermediaries in their education program rather than with the school committees, recognising this was more sustainable since parents were longer engaged in the education system than the committee members.

OM also helped CSOs change the way they perceived and engaged with others, most significantly with local government and intermediaries. For example, they all involved others in the planning stage and then in proposal writing through which they developed a shared vision and hypothesis about the change process. This strengthened ownership and laid the foundations for trust building. *“Before we focused on how to achieve targets not who can help achieve change”* said one respondent. Through the assets based analysis, actors were able to discuss their roles, responsibilities and potential contributions to the CSO program including government funding. One result was a shift in power relations as government personnel came to see themselves more as partners with CSOs rather than as superiors. One partner commented: *“The Government used to be more confrontative and now with OM they are working collaboratively because of the “visi-misi bersama” (shared vision)”*.

Such collaborations reaped direct benefits for the poor as in the case of those in Siotapina village in Buton district, who gained free health cards (*Jamkesmas*) through health post volunteers (*posyandu cadres*) engaging with local governments. In the same village citizens gained

confidence to question the village government about cancellation of posyandu rehabilitation plans so that this year, they were included as a priority for PNPM Rural funding. The Buton district government recognizing public services as the most basic duty of government took action to improve service delivery with the Executive and legislative partners actively developing and formulating policies related to education and playing an active role in monitoring and evaluating the implementation of public policies in a more participatory, transparent and accountable way. The Planning Department of Bima district made a commitment to replicate participatory social mapping using an ACCESS approach in 10 villages outside of the program.

Engagement has also helped stakeholders to think about the broader role they could play in implementing the district vision and agenda (DCEP)⁹ beyond the program and supported the emergence of local self-managing forums (called District Stakeholder Committees) in all 20 districts comprising government and non government stakeholders who were ready to take on responsibility for monitoring progress in democratic reforms and catalyzing energy for change within their respective areas.

3.2. LEARNING ABOUT THE EFFECTS OF THE PROGRAM

Continuous learning underpinned the effectiveness of the Program. Social change is slow and may not result in significant material improvements during the life of a donor funded Program. Unpredictable and nonlinear contexts meant that ACCESS needed to be able to capture and respond quickly to new information and ensure timely feedback to the Program to stay on track¹⁰. *“OM is not only focused on success but also learning about process since there are lots of different perspectives about implementation”* (Sumba district respondent). To this end ACCESS designed and implemented six monthly Partner Progress Reviews¹¹ for monitoring, shared learning and planning. These were two day events comprising a facilitated multistakeholder dialogue on Day 1 (with CSO partners, citizens, government, media, other local CSOs and possibly private sector) related to progress markers at the level of the intermediate beneficiaries (zone 2) and contribution of various actors. This allowed information to be captured from one stage of change to another even if the behaviour change or new practice had yet to be completely internalized.

The conversations did not strictly follow the progress markers but also included issues that participants felt was relevant. This allowed stories about less tangible and unexpected changes to emerge. For example, many village facilitators became involved in other activities (such as mid term development planning) and developed as actors to empower citizens rather than implementers. As many as 681 cadres from 80 villages have increased their knowledge and skills to take on new roles to expand *posyandu* (local health post) as a community service, as set out under the government law No. 19/2011 in Buton (South-east Sulawesi). In other cases, village facilitators went on to develop cross village associations to take up issues beyond the village boundary. In Gowa, another unexpected outcome was women’s economic development groups

⁹ At the Program outset, ACCESS facilitated a multistakeholder workshop with an Indonesian CSO, INSPIRIT, in each district that resulted in a shared district level vision and set of priorities as a platform for action.

¹⁰ ACCESS early on decided not to use the full OM monitoring process because it was too demanding both in terms of time and additional capacity building that would be required.

¹¹ The PPR complemented other M&E activities including field visits, shared learning, special studies and success stories.

negotiating by themselves with various government agencies including Cooperative Department (related to formalising cooperatives), Health (certifying food products) and Industry and Commerce (marketing).

PPR provided a vehicle for promoting core Program values including participation, gender inclusion, transparency and accountability. Discussion on gender and social inclusion arose by focusing on who was changing as well as what was changing. *“PPR involves lot of actors so the findings on factors could be used for reflection on future action plans”* (Lombok Tengah district respondent). Partners found it easier to capture incremental changes in the sphere of influence because such changes were observable during monitoring visits and discussions. It supported collective sense-making of the links between behaviour change and activities of partners’ and others. From the second PPR onwards, small changes that might otherwise be missed were expressed, discussed and validated. Beneficiaries became more vocal and confident, even in challenging government participants, and were more ready to come up with creative ideas. Changes over time became increasingly significant and even institutionalised. *“Praxis was the spirit of project management for the CSO by using the results of PPR”*, according to one respondent (Bima).

Day 2 involved CSO partners with ACCESS staff meeting to discuss the organisations’ own progress markers (zone 1) based on the results of Day 1 in which they identified gaps and opportunities for future activities. All partners agreed that the PPR provided a structured exercise that was pivotal to learning, quality assurance and program improvement and appreciated the flexibility to change progress markers where old ones had been achieved or because of emergence of new understanding. *“PMs match the potential of each actor and could be revised according to local conditions, giving opportunities for innovation. It was very flexible for implementation”* (Gowa district respondent). The important point according to CSO partners was to remain true to the Outcome Challenge.

Some partners struggled to conduct PPRs on time because of other demands, particularly once the Program started to scale up. The Program supported each partner in developing their six monthly PPR schedule as part of their work plan. This was mandatory as PPRs were an integral element of the M&E system providing data for six monthly reporting to Australia Aid. Others said that more capacity building was needed for PPR facilitation. The Program encouraged CSO partners to use facilitators from other CSOs who could provide mentoring. ACCESS staff also facilitated review and reflection with each CSO after the PPR. There were comments from some respondents that beneficiary representation was limited because of the large number of village involved. One strategy was to conduct each PPR in a different sub district with around 25-30 village participants each time so that a broader range of views could be shared.

3.3. STRENGTHENING ADAPTIVE CAPACITY

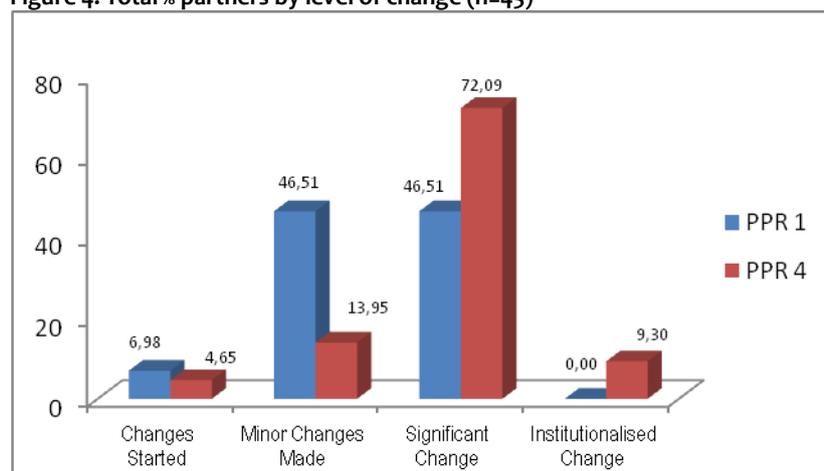
ACCESS was not only concerned with improving CSO capacity for program implementation but also as a long term civil society actor able to adapt to often rapidly changing contexts in order to remain effective and relevant. OM helped partners to recognise that they needed also to change their behaviours to be able to support behaviour changes in others.

Through their increased awareness of the need for engagement with others. CSO partners focused on improving networking, collaboration, negotiation, dialogue, influencing and lobbying. For example, ASSPUK in Lombok Tengah extended its collaboration to work with PNPM on capacity building of women’s saving and loans groups set up through the latter. As trust and relationships developed, particularly with local government and other CSOs, partners were further able to benefit from informal communications to the point that some CSOs had personal handphone numbers of senior government people. As government became more willing to engage with CSOs, this increased the latter’s informal as well as formal influence.

There were also changes in internal systems, for example, CSOs increased the number of women as technical staff while in Gowa district one CSO increased the role of community organisers in program design (previously only done by the CSO Director). ASSPUK in Lombok Tengah started to seek out access to DPRD hearings for advocacy by women entrepreneurs from the groups they supported and changed their training strategy from business development (technical) to strengthening groups (internalising values) seeing the latter as more relevant to their empowerment objectives. Yasinta started to focus more on gender equality and recruited more female staff and promoted women as office bearers in community organisations. As a result, women village facilitators developed the confidence to engage with PNPM Rural to similarly promote gender equality in PNPM committees.

From the in-depth interviews, all except one of the respondents said that more time was given to internal reflections which together with PPR data helped in planning for improvement. The one exception felt that his organisation’s capacity to reflect, learn and adapt was limited by high targets and an excessive workload that resulted from scaling up efforts. A review of PPR reports¹² showed a trend towards sustainable behaviour change as shown in Figure 4. Overall 82,2% of CSO partners reporting significant or institutionalised internal and external changes for PPR 4 (2013) compared with the first year of PPRs (2009) where 57% of partners reported they were starting or making some changes against their progress markers.

Figure 4: Total % partners by level of change (n=43)



¹² Based on a review of a sample of 43 PPR reports covering PPR 1 (baseline) to PPR 4, December 2012.

3.4. SATISFYING DIFFERENT ACCOUNTABILITY NEEDS

Promotion of accountability was central to ACCESS' work in improving democratic governance. This included CSO downward accountability to beneficiaries as well as strengthening citizen demand for government accountability for use of public funds and delivery of services. The diverse range of actors in ACCESS meant there were different information needs and accountability demands. DFAT was interested in outputs and impact data; CSOs wanted to learn about who was benefitting and what benefits they received (eg citizen awareness about rights) and what worked or not; local governments were interested in what could be replicated; and citizens and their organisations were interested in the extent to which government and CSOs were meeting their obligations and responsibilities.

According to all respondents, prior to using OM, none of their organisations routinely met with stakeholders. But through OM, they had to regularly consult with others in order to collect data on behaviour changes which were reported as outcomes. They all felt the benefit of this regular interaction. For example, on seeing what ASSPUK had achieved in Lombok Tengah, the local government asked it to help set up a Forum Pengembangan Ekonomi Lokal (FELT) to share learning as part of strengthening local economic development. This in turn helped to sustain ASSPUK's development strategies.

All respondents also identified that earlier reporting had focused mainly on outputs (e.g number of trainings and trainees). Using the OM framework, they felt they could better measure and reflect on behaviour changes (outcomes) and explain how these changes (for example, CSOs forming alliances to advocate for legislative change) contributed to impacts such as improved access to services and increased incomes.

In relation to satisfying upward accountability needs, OM was considered helpful in enriching reports to donors by providing an opportunity to include a wider variety of results, including changes in behaviour, practice and relationships and to include information about outcomes as changes in their own organisations as well as for their beneficiaries. *“Progress Markers let us report on behaviour change as outcomes. Previous donor expectations were to focus on outputs only”* (Gowa district respondent). Partners were also able to talk about how outcomes were obtained (process) which gave a clearer description of their contribution (and that of others) whilst highlighting the challenges and constraints of working in complex systems.

Respondents felt that the PPR provided a good space for accountability as information was shared and discussed among different stakeholders. However, there were limitations in terms of sharing with the wider community, although efforts were made through local CSO networks, village facilitator alliances and the District Stakeholder Committee (FLA). Nonetheless, while direct beneficiaries of CSO programs were relatively well informed about results, the extent of downward accountability to ultimate beneficiaries is not as well known.

ACCESS also found that monitoring information obtained through using OM was not sufficient to satisfy the information needs of DFAT. While behaviour change as outcomes was originally accepted by DFAT, over time the demands increased for quantitative data at the level of ultimate

beneficiaries (impact). This led to ACCESS revising its data collection and reporting system so as to combine qualitative data (success and significant change stories at CSO and beneficiary level) with quantitative information needed for upstream reporting. ASSPUK for example conducted an annual quantitative survey of beneficiaries to measure income changes of its members and other program benefits.

4. KEY LESSONS

- i) **OM is an approach which embeds certain values and principles in ‘managing’ development processes.** OM provides a coherent way of thinking that supports the whole program cycle from the initial situation analysis through to planning, strategy development, M&E and learning. OM makes sense to people as it is grounded in ‘real’ life of relationships and behaviours. This has supported and reaffirmed the key values of ACCESS as a governance program.
- ii) **OM connects culturally for Indonesia.** OM fits with a culture that is people and relationship oriented . As a CSO partner remarked, *“Developing good relationships and maintaining social harmony is an essential aspect in achieving results or more importantly, an end in itself”*¹³.
- iii) **OM supports a learning agenda for complex system change.** Through regular actor- and learning-centred practice and structured multistakeholder events, partners and other actors are motivated to share learning, work collaboratively to solve problems and develop a better understanding about how behaviour changes brings development benefits.
- iv) **Programs need to invest in M&E:** Program resources need to reflect the real financial and time costs of participatory monitoring and evaluation and learning including for capacity development for all actors, development of M&E tools, conduct of multistakeholder events, documenting learning and M&E expertise. Training program staff and partners in Outcome Mapping at the outset was an important step but ongoing mentoring and encouragement were critical to sustain energy for OM in during implementation.
- v) **Select from different approaches to develop approaches that best suits the Program’s objectives.** Outcome Mapping is enhanced when combined with assets based analysis to identify existing assets and strengths as well as potential to build on what already exists. Some aspects of OM such as Journals were not included because this was seen as too demanding for partners, particularly given that it is not usual practice in Indonesia for CSOs to document on a routine basis. Instead, ACCESS used other methods to collect and document change that were familiar to many partners, including significant change stories and case studies.
- vi) **Explore how OM can contribute to design of complex change programs.** TORS for design of new programs could consider using an OM approach for a deeper analysis about the various actors in a program sphere of control (i.e. who is responsible for inputs, activities, outputs), spheres of direct influence (direct target groups) and spheres of indirect influence

¹³ ¹³ Contextualising Outcome Mapping in Bahasa Indonesia, Steff Deprez and Nina Shatifan (2010) p5

(indirect target groups or/and final beneficiaries). Designs can also encourage program implementers to experiment with OM at an operational level.

- vii) **Adopt a broader definition of results.** Donors need to recognize that valuable development results not only relate to changes in state or material changes for ultimate beneficiaries but also to changed behaviours or relations among actors involved in any given system directly influenced by a program.

5. CONCLUSION

The assessment found that its partners appreciated OM and felt it was a useful way to plan, implement and design a program, particularly when linked with assets based and appreciative inquiry approaches. It certainly provided greater clarity about relevant actors and their roles and responsibilities for CSO programs. This in turn enabled CSO partners to identify with whom they should engage to influence behaviour change. Recognition of government's assets, interests and roles provided space for CSOs to interact in new ways with the government, which in turn brought about more openness and willing to learn for both parties. This contributed to substantial gains for the Program in terms of leveraging funds from the Government (more than AUD 2 million) and triggering dialogues for legislative reform. For example, ACCESS' use of IRE as a national CSO actor to capture and document good practices in ACCESS proved instrumental in influencing high level discussions on the draft Village Law that was passed in December 2013.

Challenges for OM included resistance from colleagues and partners who use other approaches, meeting donor requirements for quantitative outputs and results, limited organisational capacity in terms of time, resources, skills) to reflect and continue to learn about the OM approach and maintaining momentum as OM based monitoring can be demanding. Regular follow up and on-going support for the monitoring process by program staff is essential for sustaining the involvement of CSO partners. Suggestions from respondents included a need for OM to be promoted more widely, including through publications/media, for assets based and appreciative inquiry approaches to be strengthened in the design of OM processes, more capacity development on OM itself, including making the linkages between the Outcome Challenge and Progress Markers, and regular follow up and on-going support during monitoring from program staff.

Finally, as a comparison, the findings described in this paper were very similar to CSO partner reflections on OM during an ACCESS workshop held in September 2009¹⁴. This includes: OM promoted open dialogue and critical thinking; focused on strategic roles of each actor (not just as implementers but also as change agents) ; touches, uncovers and mobilizes emotional strengths: promotes enthusiasm, commitment and determination; makes people start with a vision rather than usual habit of leaping into activities; identifies intermediary actors; promote gender and social inclusion by focusing on who is changing (BPs and beneficiaries); encourages interaction among different groups; helps people think about local assets and provides baseline data about CSO capacities

¹⁴ These findings also resonate strongly with those described in *Outcome Mapping Usefulness Barometer*, Jan Van Ongevalle & Rafael Peels. Outcome Mapping Learning Community, January 2014 .

APPENDIX 1: CSO RESPONDENTS FOR IN-DEPTH INTERVIEWS

No.	Name	Organizations	Positions	Focus of the CSO Activity
1.	Saminda	Aliansi Kelompok Usaha Ekonomi Produktif (AKUEP) – Jeneponto, South Sulawesi	Program Coordinator	Productive Economic Businesses Based on Local Potential
2.	M. Darwis	Lembaga Pengembangan Partisipasi, Demokrasi dan Ekonomi Rakyat (LP2DER) Bangun Daya – Bima, NTB	Program Coordinator	Strengthen the capacity of village cadres to promote development that is democratic
3.	Tarsianus Tani	Bengkel Advokasi Pemberdayaan dan Pengembangan Kampung (Bengkel APPEK) – Kupang, NTT	Program Coordinator	Empowering citizen groups through building the capacity of village facilitators/ motivators to promote democratic village development and proportional budget allocation in Kupang district
4.	Ririn Hayudiani	Asosiasi Pendamping Perempuan Usaha Kecil (ASPPUK) Nusa Tenggara, Central Lombok	Program Coordinator	Strengthening the Capacity of Women's Micro Credit Groups by Developing a Sustainable Cooperative Network that Promotes Local Democratic Governance in Central Lombok
5.	Irham Pinjais	LPSM Yasinta, Buton Shout East Sulawesi	Executive Director	Improve the role and function of the health post by advocating quality and equitable health services in Buton
6.	Jafar	Yayasan Pengembangan Rakyat Madani (Prima) – Buton, Shout Eas Sulawesi	Executive Director	Improve the Participation of Citizens and Their Organisations in the Implementation of Basic Education in Buton District
7.	Stefanus Segu	Yayasan Bahtera – West Sumba, NTT	Director	Village Planning and Budgeting as a Starting Point for Equitable Village Autonomy Based on the Principles of Local Democratic Governance
8.	Nurliah Ruma	Yayasan Kesejahteraan Masyarakat Gowata (YKM) – Gowa, South Sulawesi	Program Coordinator	Strengthening Women's Groups and the Poor to Increase Their Family Income Through a Self-Sustaining Community Economic Program

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