

AcT **Accountability in Tanzania Programme**

FINAL REPORT: ASSESSING THE VALUE OF OUTCOME MAPPING IN STRENGTHENING ACT PARTNERS' STRATEGY DEVELOPMENT, PLANNING AND MONITORING, LEARNING AND EVALUATION

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Michael and Melinda, Bangkok, December, 2014

1. EXECUTIVE SUMMARY

This report assesses the value of Outcome Mapping in Strengthening AcT (Accountability in Tanzania Programme) partners Strategy Development, planning and Monitoring, Learning and Evaluation. AcT is a six year 31 million pound initiative whose purpose is to “increase the responsiveness and accountability of government to citizens, through a strengthened civil society.” Since 2009, the UK has supported 29 CSOs in Tanzania working through an intermediary fund manager KPMG.

This study is partly a continuation of two earlier assessments carried out for AcT by the Overseas Development Institute in March 2011 and April 2012 intended as initial inputs to inform and strengthen the approach being used by AcT to work with partners on Outcome Mapping. This final assessment was carried out by IBA Group external M&E consultants in October, 2014 with the objective “to examine the usefulness of the Outcome Mapping approach to CSOs planning, implementation of activities, monitoring and effectiveness with regard to achieving results in policy, power and practice.”

The specific objectives of the assessment were:

1. To document and assess selected partners’ experience in using OM and the effect this has had on strategic planning practices, internal monitoring and learning, implementation and reporting
2. To demonstrate whether/how OM has assisted partners in clearly defining and achieving results
3. To determine if OM has facilitated partners to reflect on the choice of boundary partners for more effective engagement and achievement of results
4. Identify any on-going/missed opportunities in OM use common to several partners
5. Document common challenges faced/solutions adapted/adopted by partners using OM
6. Make recommendations to funded programmes, such as a successor to AcT, about what are the strengths that could be built on going forward and what could be done differently and better.

The primary audience is the AcT programme and partner CSOs. The assessment also contributed to the AcT Programme formal evaluation. As the ToRs note: “Others likely to be interested in the findings include DFID and other donors interested in how to support CSOs effectively in complex environments.”

To carry out this assessment, the two person IBA consulting team used six lines of evidence:

1. Key Document Review including previous assessments and a total of 14 background documents
2. Partner funding justifications for 23 Civil Society Organizations funded by AcT
3. 22 individual online survey responses from 18 of 23 CSO AcT partners (4 partners completed 2)
4. Oct 9, 2014 data gathering workshop attended by 22 participants from 15 CSO partners
5. Key informant interviews with 24 participants from 13 AcT CSO partners
6. Key informant interviews with 5 managers working with specific CSO partners at AcT.

A case study also reviewed 2 long term and 2 recent AcT partners and produced 7 Lessons Learned.

In summary, in addition to 47 documents and 22 survey responses, the consultants met face to face with 51 people for a total of 120 inputs plus a final meeting on Oct. 15, 2014 in which 3 AcT Managers and 2 CSO representatives validated the findings and made some suggestions for finalizing this report.

Answers to the first 5 questions in the TORS are contained in the **Findings section**:

Q1- As demonstrated by strategic planning being more focused on results, internal M&E being better able to capture subtle changes in attitudes and behaviors, and improved linkages between objectives

and results, 16 out of the 20 CSO partner organizations (80%), for which data was fully available, have identified in the lines of evidence a substantial number of benefits from using OM.

Q2 -OM assisted 15 of 20 partners (75%) to clearly define and achieve results through improved understanding of the complexities of change and how to communicate their theory of change and by adding richness and detail to reporting of results to AcT.

Q3 - OM has been extremely effective assisting 19 of 20 partners (95%) to reflect on their choice of boundary partners with the result that most partners have been able to narrow their focus and reduce the number of boundary partners to those which they are able to demonstrate that they are directly influencing and through which they are effectively engaged and producing results.

Q4 - The missed opportunities identified most often in this assessment were a need for partners at multiple levels to have more training in OM, the need to focus on OM from the beginning and the importance of influencing donors to see the benefit of integrating OM with other reporting.

Q5 - Common challenges faced and solutions adapted using OM included the need to: simplify OM language and translations; improve skills through training to overcome effects of staff turnover; build a systematic link between data collection and analysis; and understand more widely that it takes time to change mind sets, attitudes and behaviors. The case study demonstrated that partners with existing M&E systems had more difficulty using OM. It was not partner size or time using OM that mattered but rather organizational receptivity to using a new approach.

The case study comparing the work of the 4 organizations identified 7 **Lessons Learned** about OM:

1. OM is an approach - As the 4 AcT case study partners discovered, OM is not simply a tool – it is an approach. OM must be incorporated into the organizational structure: i.e., the organizational culture and part of that culture must include on-going learning. This understanding seemed to grow in all 4 AcT partners, although not at the same pace or in a linear fashion.

2. Phasing in of OM - The 4 organizations in the case study all went through several phases: i.e., initial acceptance of OM as a M&E tool; understanding its role in the selection of boundary and strategic partners; discovery of the ‘transformative elements’ of OM in developing relationships among partners and stakeholders; capacity building of local populations; and enhanced understanding of the political economic context in which their partners work.

3. Overcoming Resistance - The phases described above are not necessarily linear, or better suited to one type of organizational culture. However, a tendency observed by the consultants is that when an organization, usually a larger one, has a pre-existing M&E system, it is more difficult for it to integrate OM as SNV found initially. Also, this is true for organizations such as Forum CC which had a pre-existing culture based approach. By contrast, smaller organizations without strong M & E systems such as Sea Sense, seem better suited to embrace a more flexible approach such as OM even though it meant reporting in multiple ways since not all donors use OM. A second important feature demonstrated by Sea Sense is the importance of having a well placed champion fully support using OM as Sea Sense did in developing its 5 year Organizational Strategic Plan 2014-2019. Similarly, TFCG perceived OM to be ‘transformative’ since it helped them to understand the central roles which governance, advocacy, rights and the media play in carrying out forest conservation and climate change initiatives. This

understanding led them to realize that changing laws was not enough since it was also essential to influence the magistrates who implement the laws. Finally Oxfam GB used a piloting approach which enhanced its understanding of what worked most effectively in terms of behavior change.

4. Building on other M& E approaches - For some partners, such as Forum CC, they were able to use their pre-existing approach to identify boundary partners and progress markers. Using OM added new data which also augmented data being captured by the pre-existing M&E system.

5. Political economic understanding - OM helped all 4 partners (to varying degrees) to better understand the political economic context in which they work using power analysis and stakeholder analysis tools to develop and/or re-develop strategies to address risks and opportunities.

6. The OM learning curve – Similar to the partners, the AcT team had a learning curve to fully integrate OM which enabled them to mentor partners effectively and respond to specific challenges. Nevertheless partners, especially those which started to use OM more recently, report that more training and support is needed now and in the future. Also if the number and diversity of partners grows, mentoring will need to be increased especially with new partners.

7. Leveraging parallel results demonstrates validity - The 4 organizations studied reported several consistent results concerning influence on local populations and politicians, particularly at the village level. AcT could facilitate more focused compiling of data and comparison of data across partners in order to identify issues related to validity and leverage up the results.

Overall, all 6 lines of evidence and Case Study point to the same **Conclusion that OM has been used effectively to enhance programme achievement and reporting of results in AcT** for the large majority of partner organizations reviewed (18 out of 20 or 90%). Three others did not respond. The other major conclusion is that the Case Study findings replicate the findings in the other 6 lines of evidence.

Finally, **Recommendations** to funded programmes, such as a successor to AcT, are noted below:

Recommendation 1 – Continue AcT catalyst, facilitator and trainer role – Build on catalyst & facilitator role but in future increase mentoring at multiple levels and especially on local use of OM journals

Recommendation 2 – Build on relationships at multiple levels - Build on and continue to develop deep relationships based on mutual trust with boundary partners from multiple backgrounds

Recommendation 3 - Create an integrated Database – Plan to utilize the large mass of data created through OM as part of an integrated database ideally linked to an academic institution

Recommendation 4 – Support OM Learning Community – Support creation of a Tanzania OM learning community which links AcT partners with a wider audience and augments AcT learning events

Recommendation 5 – Cross reference and Validate –Build into a future program support for validation through cross referencing of results by 1 partner with those of other AcT partners

Recommendation 6 - Link OM and Logframes – OM and Logframes need to be integrated to make reporting less onerous, to ensure all results are reported and to educate donors on benefits of OM

Recommendation 7 – Build on Present Achievements– Future programmes need to build on lessons learned in AcT and retain and build on the base created by current successful AcT partners.

2. INTRODUCTION

2.1 Purpose

As noted in the Executive Summary, this assessment complements two earlier studies completed in March 2011 and April 2012. This assessment, for which its field mission took place in October 2014, is intended to assess whether outcome mapping (OM) has added value in terms of strengthening strategy development, planning, monitoring and evaluation of the CSO partners and also identify lessons that can be drawn from that experience for consideration of a future AcT programme.

The primary audience for this report is the AcT programme and its partner CSOs to learn about what works and how to make OM more useful as a tool to support the learning and the achievement of the results agenda. In addition the study was envisaged as an input to the main formal evaluation of the AcT Programme which was carried out in Tanzania starting in November, 2014. In addition, others likely to be interested in the findings include DFID and other donors interested in how to support CSOs to work effectively in complex environments.

2.2 Objectives

The six stated objectives of the assessment in the Terms of Reference are to:

1. Document and assess selected partners' experience in using Outcome Mapping and the effect this has had on strategic planning practices, internal monitoring and learning, implementation and reporting
2. Demonstrate whether/how OM has assisted partners in clearly defining and achieving results
3. Determine if Outcome Mapping has facilitated partners to reflect on the choice of boundary partners for more effective engagement and achievement of results
4. Identify any on-going / missed opportunities in the use of OM that are common to several partner organizations
5. Document common challenges faced and solutions adapted/adopted by partners in working with OM
6. Make recommendations to funded programmes, such as a successor to AcT, about what are the strengths that could be built on going forward and what could be done differently and better.

2.3 Methodology

Figure 1 provides a pictorial view of the 23 AcT partners with the 4 case study partners in the middle. It names the 23 partners and identifies the main methodologies used in this assessment.

Since it began AcT worked with 29 CSO partners of which 23 were identified by AcT for consideration in this assessment. Of these, 20 took part in this OM assessment. The other 3 did not reply to the survey request, an invitation to be interviewed or attend the data gathering or validation workshop.

The methodological approach used was the "snowball" approach which can be described as both participatory (in that the reviewers considered the responses of participants at each stage) as well as evidence-based. It was felt that this balance would reflect well the philosophy for change presented by OM. Specifically, in the "snowball" approach, each task in the assessment informs the next step. In this case the distinct steps to implementing the methodology were:

1) **Document review**, including existing reviews, evaluations, and relevant program and project documents as presented by AcT staff;

2) **Design of an on-line survey** to include all stakeholders so that reviewers could get initial impressions of both the challenges and opportunities as well some overall initial perceptions of AcT partners and staff. These would then be followed-up in field interviews (in which the questions were designed in concert with AcT). This on-line survey also helped the reviewers include stakeholders who could not be interviewed face to face. Initial analysis of the survey data was then used to facilitate discussion in the validation workshop with AcT partners and AcT staff members;

3) **The validation workshop** provided a platform for partners to challenge the reviewers, AcT staff and their peers. Indeed, peers did challenge one another as well as the reviewers in this session. During the workshop, issues were raised concerning the workload of OM in general and also the extra workload (even if other donors found OM useful) of having to report in more than one way, e.g., through RBM as well as OM. In fact, some organizations reported having to present their results in 3 or 4 different ways which was particularly onerous to smaller organizations with limited staff and resources. Thus, many of these organizations reported that they felt it was very important to find a way to integrate these two methods, i.e., to find a harmonized way to report.

4) **Key stakeholder interviews** with AcT partners and AcT staff built on data gathered in the survey and the validation workshop. An example is the finding that, although partners viewed OM as very useful, it was often onerous to report in several ways to ensure that all donors had their reporting needs met. This particular finding was not explicit in the document review or in the workshop but probes built on this evolving understanding led to surfacing this finding clearly in several interviews with AcT partners;

5) **Field visits** to selected sites and projects funded by AcT. The design was practical in that interviews took place only in Dar es Salaam due to budget and time constraints. Although the assessors visited the offices of 15 partners in Dar es Salaam and met 20 partners including interviewing one out of town partner by skype, it would no doubt have been useful to visit the offices of partners in other parts of the country. This may have led to different insights and, similar to not interviewing beneficiaries and government officials etc., is a limitation of this assessment. AcT limited the study since this assessment was to be followed immediately by the team from ITAD evaluating the whole AcT programme and their having access to the findings of this Outcome Mapping assessment.

6) **The Case Study of 4 AcT partners** was informed by the findings of the previous steps in the snowball approach and also benefitted from the assessors having reviewed the two previous case studies, e.g., this assessment did endeavor to build on learning from those case studies.

With the above steps in mind, Figure 1 describes the overall approach to the OM assessment which, as the Concentric Circles demonstrate, gathered multiple types of data using 6 lines of evidence. This approach was intended to gather as much data as possible from the large majority of partners and then to focus more specifically on the 4 organizations in the case study. The two assessors were able to spend 3 weeks in Tanzania on their mission and meet with the majority of active AcT partners as outlined in the next section.

In summary, the methodology accessed a variety of data sources as described in Figure 2 as part of its 6 Lines of Evidence for which the findings are described in Chapter 3.

Figure 1 CSO Partners

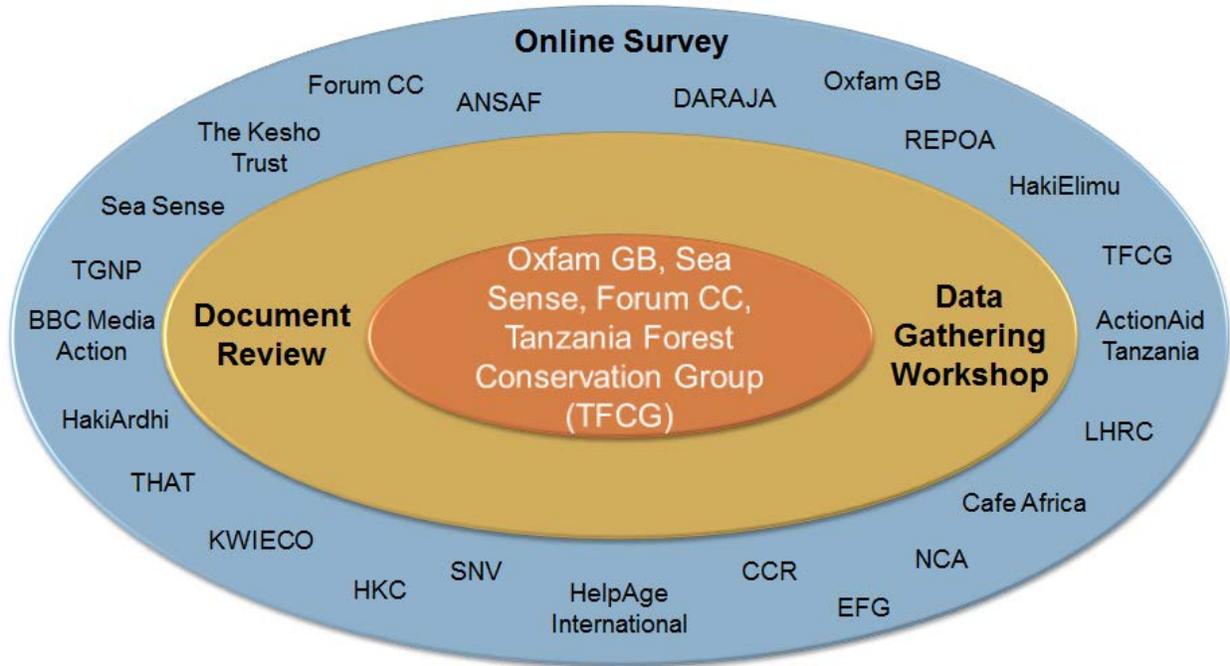


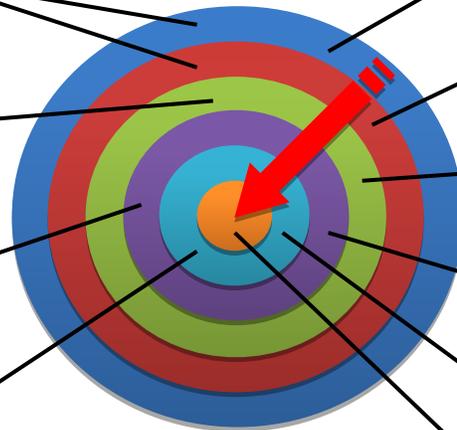
Figure 2 - Concentric Circles Approach – Towards Validity

Data Sources

- Documented results cross-referenced among partners' reports.
- Key informant interviews validate one another's results.
- AcT partners, and local counterparts validate observations.
- Case Study sample of relevant 4 partner initiatives and BPs

Lines of Evidence

- 1: Content analysis – reports, OM experts, AcT staff and partners
- 2: Desk Review and on-line survey of AcT partners
- 3: Case Studies of selected AcT partners reviewed.
- 4: Data gathering session & results presentation for validation of results
- 5: Interviews w / in-country AcT staff, partners and other stakeholders
- 6: Survey results



3. SIX LINES OF EVIDENCE

Figure 3 contains the numerical totals of 120 inputs for the 6 lines of evidence plus the verification workshop on October 15, 2014. This demonstrates the variety of evidence based inputs. Figure 3 shows that there was only 1 source of information for 3 organizations whereas there were 4 or more for 20 partner organizations and 8 or more for the 4 case study organizations and 1 other.

Figure 3: Six Lines of Evidence

Organization/ Partner Name	Key Document Review	Partner Funding Justification	Completed Responded to Survey	Attended Oct. 9 Workshop	Interview with respon- sible AcT Officer	Key Informant Interviews	Attend Oct. 15 Workshop
Oxfam GB	1	1	1	1	1	4	
Tanzania Forest CG	1	2	1	1	2	3	
Sea Sense	1	1	2	1	1	2	
Forum CC	1	1	1	2	1	3	
REPOA	1	1		1	1	1	
Haki Elim		1	2	2	1	1	1
LHRC	1	1	1	2	1	1	
Café Africa		1	1	1	1	1	
NCA	1	2	1	3	2	3	1
Equality FG		1	1	1		1	
CCR		1	2		1		
SNV	1	1	1	1	1	1	
Hakikazi		1	1		1		
KWIECO					1		
THAT	1	1	1		1		
BBC Media		1	1	2	1	1	
HakiArdhi		1		2	1	2	
Kesho Trust		1					
ANSAF		1	1	1	1		
DARAJA		1	2		2		
HelpAge	1	1	1		1		
TGNP		1	1	1	1		
Action Aid					1		
AcT	4			4	5		3
23 Orgs. + AcT	14	23	22 (18)	26 (16)	5	24 (13)	5

The interest and responses of the partner organizations to the assessors was high and resulted in their being multiple respondents to surveys, interviews and participation in workshops.

Each line of evidence will be reported in Chapter 3 which follows. Most of the findings are linked to multiple groups. Indeed, it became quite evident to the reviewers that there were many overlapping and integrated findings such as: early mentoring from AcT staff seemed to correlate (at least in the perception of the respondents) with the overall successful integration of Outcome Mapping into organization; and also important to integration was the level of receptivity of AcT partners (both their willingness and their ability to take on OM, since both are necessary).

In addition, although there were examples reported where other donors were said to be pleased to have results reporting “enhanced” by OM, in reality, structurally this often wasn’t easy. For example, when reporting is very structured, it is difficult to fit OM into it. This was especially true of organizations that had mature pre-existing M & E systems including detailed logframes. A limitation of the findings is that there was insufficient time for the assessors to meet with donors to cross reference the veracity of the views of these partners taking part in this OM assessment.

3.1 Lines of Evidence 1 and 2

The document review included 23 Justification for Funding documents including those from the more recent climate change projects. Other key documents included:

- AcT Terms of Reference Assessing Value of Outcome Mapping, Sept. 2014
- AcT in Tanzania Programme Annual Report, May 16, 2014
- Introducing the AcT Programme, By Kate Dyer, June 2014
- Supporting demand-side accountability in Tanzania: Is AcT helping CSO Partners to become more effective in achieving change? By Simon Hearn and Harry Jones, ODI, March 2011.
- Strengthening civil society in Tanzania: Is OM helping the AcT programme and its partners influence change? By Simon Hearn, ODI & Kisuma Mapunda, Oxfam Tanzania, June, 2012.
- Unblocking Results Studies: www.accountability.or.tz/outcome-mapping approach.
- Mainstreaming Outcome Mapping in SNV Tanzania. From Expect to Love to see. By EmJee, 2014.
- Oxfam GB, Chakua Hatua Effectiveness Review – Final Report, May, 2013.
- AcT Councillors’ oversight role and promotion of local level accountability: Experiences and emerging lessons.
- ROMA: A Guide to Policy Engagement and Policy Influence.
- Requested from Partners (Narrative reports, OM reports, and OM journals particularly from the 4 case study partners- Oxfam GB, TFCG, Forum CC, and Sea Sense).

3.2 Line of Evidence 3

This line of evidence contains the Partner Responses to the On-line Survey (in Annex 2). In total there was a high response rate with representatives of 18 of 23 partners providing responses. In addition, for 5 organizations two people responded (usually the most senior person and the person responsible for carrying out the M&E function). Annex 3 contains a summary of the responses of the partners to each question with numbers in brackets to show the largest numbers of responses.

3.3 Line of Evidence 4

Line of Evidence 4 is the AcT OM Data Gathering Workshop, held on October 9th, 2014, attended by 22 participants from 15 partners plus 4 from AcT (who participated in the plenary but not in the small groups) plus the 2 IBA facilitators. The workshop featured the use of the new **Outcome Mapping Usefulness Barometer** published in January, 2014 by Jan Van Ongevalle and Rafael Peels. The exercise addressed the central question of “To what extent is OM perceived useful for helping programs to deal with complex change? To do this, the plenary was divided into 4 groups of 5 or 6 representatives of the 15 partners who were asked to respond to one of 4 subject areas in the Barometer included in Annex 5. Their responses are also included in Annex 5.

Following each presentation, plenary discussions led to a few adjustments to the original text. Main points made at the data gathering workshop included:

1. The importance of having a great deal of front end time to implement OM since it is initially challenging to understand. There is a need for increased training, mentoring and overall support. There was a recognition that the time spent at the front end of projects was more than fully compensated by the richer data gathered and the increased number of insights gained.
2. To gain maximum benefits from a program like AcT, CSOs ideally need to be involved from the beginning of projects since otherwise it is difficult to “catch-up” and show results in short allotted time-frames. Projects also need longer time frames to ensure results can be achieved.
3. There is a need to have a useable central data-bank that includes all information captured especially in Outcome Journals. Such a data bank could provide learning to multiple audiences inside and outside AcT and allow wider reflection on the overall development context. It would be difficult for AcT to do this but it could be integrated into a second AcT.
4. A local OM network in Tanzania is needed because the context is unique and assistance provided locally would be very valuable, and based locally, could be accessed more quickly. This would help broaden the scope for present and future AcT partners to the wider OM community.
5. The group was not sure if there would be an AcT 2 but if there is, they think it would make sense to include current partners since they are beginning to produce higher level results now.

3.4 Lines of Evidence 5 & 6

The assessors carried out key informant interviews with 24 representatives of 13 partner organizations and with 5 AcT staff who work with specific AcT partners. The same questions were used but with probes to elicit responses with more depth. Interviews were confidential and contained substantial detail on partners perceptions of the value of using Outcome Mapping to their organizations. Overall, views in the interviews corroborated the evidence in the other 5 lines of evidence.

3.5 Case Study of 4 AcT partners

At the beginning of the field mission, AcT staff and the assessors discussed which partners would be most useful to study in more detail. It was decided that 2 organizations which had participated in the first two studies by ODI should be included – Oxfam GB and TFCG/MJIMITA and two more recent partners, Sea Sense and Forum CC. Therefore in addition to partner funding justifications, additional documentation in the form of multiple progress reports etc. were requested from these 4 partners. The assessment consultants also met with the representatives of the 4 case study partners multiple times.

4. FINDINGS

This section contains the analysis and triangulation from the 6 lines of evidence discussed under the 5 key questions. It is followed by the Case Study and then the Conclusions and Recommendations which responds to Question 6 requesting Recommendations.

The information for this assessment and the triangulation of inputs was gathered from 20 of 23 AcT partners. The summary of responses to the 6 questions are the result of triangulating information on the 20 organizations which took part in the assessment as outlined in the Methodology describing the 6 Lines of Evidence and the Case Study in Chapter 2.

The Survey questionnaire is included in Annex 3 with a summary of the responses contained in Annex 4. A summary of the data gathered at the Data Gathering workshop is included in Annex 5 and the material upon which the case study lessons learned and conclusions are based form Annex 6.

The main achievements and successes of using OM were well described in the survey responses and were verified in the interviews and document review. Although the survey responses were highly positive, perhaps overly so, there were hints of challenges but they were not surfaced in the surveys but did emerge at the data gathering workshop as discussed in the findings.

4.1 Question 1

To document and assess selected partners' experience in using Outcome Mapping and the effect this has had on strategic planning practices, internal monitoring and learning.

Overall, together the six lines of evidence demonstrate that 16 of 20 partners or 80% use OM effectively as follows: in strategic planning, being more focused on results, internal monitoring to better capture subtle changes in attitudes and behaviors, improved linkages between objectives and results and adding richness and detail to their reporting on results to AcT.

The above findings were reflected in survey responses and in the data gathering workshop as well as being reflective of interviews and file documents. With only one exception in interviews, partners expressed the view that OM helped them to deepen their understanding of what they are doing and understand better how their choice of boundary partners affected their ability to achieve their objectives. All except 2 partners reported that OM also improved the depth of their reporting to AcT.

In response to this question, partners surfaced several issues which are worthy of discussion:

1. An important part of OM is strategic planning or mapping. Its use suggests an organization has a more holistic view of how OM fits into their organization planning (including with boundary partners), not just their M & E. Several partners mentioned the fear that as they raise their bps' awareness about their rights, they may be putting them in risky situations as the political climate in Tanzania seems to be changing rapidly. One example, is that foreign interests (with significant resources behind them) are seeking access to the vast natural resources of Tanzania) and consequently are pushing leaders to use up more and more of the countries valuable natural resources. This makes it increasingly difficult to find solutions through local empowerment. This globalized reality needs to be taken into consideration when working with local bps' to affect change, especially in terms of how and by whom natural resources are used.

2. OM Journals are multi-functional. They are not just for recording outcomes but also help to develop ownership and help empower the boundary partners as they collect the information. Thus, beyond their M & E function, they are potentially a powerful empowerment tool.
3. At the data gathering workshop, some partners raised the issue that perhaps their responses to the survey were perhaps overly positive, which surprised other partners. In the discussion which followed, some underlying challenges emerged including: the amount of time for reporting and training local partners and the difficulties of extracting and translating information from outcome journals for use in learning and reporting. The complication of this material not being easily usable for other donors was also highlighted.
4. The most often recurring point in the lines of evidence is the amount of time it takes to learn how to use and implement OM. The increasing demand for OM training and support should be viewed as an important outcome of OM since users state that they believe that learning more will allow them to better report on achieving intended results. On balance, most partners view OM as of significant value which more than compensates for the time commitment to learn to use it and report using outcome journals. To the assessors, there is also the benefit of OM having improved most partners' internal monitoring as evidenced by their reporting to AcT and their self-reported views of improved ability to carry out monitoring internally. With respect to reporting to donors, their reviews were mixed. Many felt OM could enrich reporting, but also felt it was essential to educate donors on OM and the importance of harmonized reporting.

4.2 Question 2

To demonstrate whether/how OM has assisted partners in clearly defining and achieving results.

From the review of 6 lines of evidence, and the Case Study, it can be concluded that OM assisted 15 of 20 partners (75%) to clearly define and achieve results through improved understanding of the complexities of change, e.g., analyzing the political and economic context and selecting corresponding boundary partners to help them affect the desired changes. OM also improved their ability to communicate their theories of change and added richness and detail to their reporting of results to AcT. Most partners reported that results were clearer, more detailed and nuanced and several noted that OM enhanced their reporting so significantly that they used OM in reporting to other donors. This was reported, for example, by 3 of 4 Case Study organizations - Sea Sense, TFCG and Oxfam GB.

The above reflected the views and observations of the majority of partners and available evidence but there were exceptions where OM was perceived to be less effective. For example, this was the case for some partners with very stratified organizational cultures featuring differentiated functions, e.g. communication, M&E, etc. This can be seen as a strength of well-developed organizations since it may enhance their accountability.. However, OM requires flexibility and works best when its approach is mainstreamed throughout the organizational functions instead of its being only a substitute for other M&E approaches. This observation was not limited to one organization but was encountered in several established organizations even in those where their representative was positively disposed towards OM e.g., SNV. Organizational culture may be one of the critical aspects of OM success. In summary, a culture which is more flexible and open to change, and less invested in specific outcomes, and more geared to longer term learning - especially behavioral change - is more likely to succeed with OM because of its facilitating perspective and likeminded attitudes with respect to how change take place.

In reviewing the work of 4 AcT partners in more detail, the Case Study concluded that OM is not simply a tool - it is an approach. The work of those partners pointed to the need for OM to be incorporated into the organizational structure and that culture must include on-going learning. This understanding appeared to have grown in all 4 AcT partners, although not at the same pace or in a linear fashion. The 4 organizations in the case study all went through several phases: i.e., initial acceptance of OM as a M&E tool; understanding of its role in the selection of boundary and strategic partners; discovery of the 'transformative elements' of OM in developing relationships among partners and stakeholders; capacity building of local populations; and enhanced understanding of the political-economic context in which their boundary and strategic partners work.

4.3 Question 3

To determine if Outcome Mapping has facilitated partners to reflect on the choice of boundary partners for more effective engagement and achievement of results.

Six lines of evidence demonstrate that 19 of 20 partners (or 95%) used OM to help them choose and reflect on their choice of boundary partners with the result that most partners have been able to narrow their focus and reduce the number of boundary partners to those which they are able to demonstrate that they are influencing directly and through which they are effectively engaged and producing results.

Without question, as reflected by the self-reporting of almost all partners in the survey, data gathering workshop and interviews, and also as noted in the funding justifications, narrowing the choice of boundary partners was viewed as highly valuable. In particular, this allowed AcT partners to decrease the number of boundary partners and focus on the ones that they really were influencing and with which they were achieving results. Examples for partners ranged from cutting from 40 to 9 and from 9 to 3 for two different organizations.

Another issue was related to OM journaling. Beyond translation of outcome journals into local languages, there is also a need to take into consideration local methods of communication – e.g., the local cultures that TFCG and others are dealing with are oral cultures. Thus, although boundary partners at the local level, at times do not describe changes that occurred well in writing reports, talking with them often reveals 'stories' of significant change which are not being recorded in outcome journals. This fact needs to be incorporated more into the formal approach to data-gathering of AcT partners, and many of them are already using this approach e.g. calling partners and asking them to describe stories of change or requesting that when stories are exchanged that they record them for later transcription. Although this makes sense, organizational cultures may make this difficult. For example, BBC Media asked its journalists to record their discussions in order to capture these results but found that to some this seemed to conflict with the journalistic culture of confidentiality.

Since the objective of AcT is to strengthen CSOs to empower citizens to hold governments accountable for delivery of quality services in Tanzania, one of the major issues is which CSO partners nationally and locally should be selected. An issue related to this which surfaced was how much financial strength do local partners require, e.g., there is a strong focus in AcT in meeting international accounting standards? In reality, the need for accountability and the need for local involvement sometimes conflict. Involving more 'local' organizations may mean the involvement of grassroots organizations which have difficulty achieving the level of financial oversight desired, however it is crucial to involve

these organizations to achieve the overall objectives of AcT. A better balance and more flexibility, with respect to the financial accountability variable, may need to be struck to balance the need for accountability with the need for local participation or the inclusion of grassroots organizations in particular may suffer. Moreover, for many partners it is at the level of these local boundary partners that improved capacity and results are demonstrated.

On the subject of partners' partners, although the terminology of "boundary partners" is specific to OM, some AcT partners said that they needed to better identify partners: both directly relevant to their work as well as partners they would merely associate with to achieve a certain end, at a particular point in time. This corresponds well to the concepts of boundary partner vs. strategic partner. Thus, OM appears to have helped some partners to make the distinction between types of partnering, and in some cases, introduce partner selection as an important element. For example, some partners admitted to having worked with virtually any partner that had expressed an interest. However, most partners interviewed found the distinctions in types of partners important and said that in the past too many partners had eaten up a lot of time and resources with minimal impact.

4.4 Question 4

Identify any on-going / missed opportunities in the use of OM that are common to several partner organizations

Few missed opportunities were identified in the lines of evidence. The major point made by partners in the survey, in reports and interviews was that the partners reported that the support by AcT staff was very valuable but they would have appreciated more support and more linkages with others using OM. In fact many of those working well with OM now realize the value that more training and mentoring provides to deepen their understanding and use of OM. Partners wanted more OM training from the beginning and also wanted more focus placed on influencing donors to see the benefit of integrating OM with other methods.

Another issue mentioned particularly in the case study and also in the answer to Question 2, organizations do go through phases but they are not necessarily linear, or better suited to one or another organizational culture. However, a tendency observed by the assessment consultants is that when an organization, usually a larger one, has a pre-existing M&E system, it is more difficult for it to integrate OM as SNV found, as noted earlier. Also, this is true for organizations such as Forum CC which also had a pre-existing approach. By contrast, smaller organizations without strong M & E systems such as Sea Sense seemed better suited to embrace a more flexible approach such as OM even though it meant reporting in multiple ways since not all donors use OM.

A second important feature demonstrated by Sea Sense is the importance of having a well-placed champion fully support using OM as Sea Sense did in developing its 5-year Strategic Plan. Similarly, TFCG found OM 'transformative' since it helped them to understand the central roles which governance, advocacy, rights and the media play in carrying out forest conservation and climate change initiatives. This understanding led them to realize that changing laws was not enough since it was also essential to influence the magistrates who implement the laws. Finally Oxfam GB used a piloting approach which enhanced its understanding of what worked in terms of behavior change. In summary, the case study demonstrated that partners with existing M&E systems had more difficulty using OM. It

was not partner size or time using OM that mattered but rather organizational receptivity to using a new approach.

For some partners such as Forum CC, it is important to build on other M& E approaches as they did in using their pre-existing approach to identify boundary partners and progress markers. Using OM added new data which also augmented data being captured by the pre-existing M&E system. This integration of approaches should be encouraged whenever possible since different strategies have different strengths and partners which have been using an approach may be resistant to change. For example, in interviews, many AcT partners asked the assessment consultants how they could better integrate RBM strategies and reporting with OM to meet other donor requirements and also to save time while still fully benefiting from the richness of OM.

Finally, there is an OM learning curve. Similar to the partners, the AcT team had a learning curve (and an experimental phase) to learn to fully integrate OM which enabled them to mentor partners effectively and respond to specific challenges. Nevertheless, partners, and especially those which have more recently started to use OM, reported in the data gathering workshop, the survey responses and interviews, that more training and support is needed now and in the future. Also, if the number and diversity of partners grows, mentoring will need to be increased especially with new partners. In addition, many partners expressed the need to 'educate' or 'influence' donors with respect to OM.

Here the reviewers would like to note that, it is important to differentiate between donors in the field and donors at Headquarter (HQ). Donors in the field are often happy to provide more details on the situational context, discuss progress towards results in terms of stories of change, however, sometimes this is somewhat lost on donors at HQ because of different pressures. For example, organizational demands for tangible results are often driven by corresponding demands by parliaments and citizens in donor countries, which puts increasing pressure on development agencies to provide evidence of accountability and "justification" for funding to developing countries. The reviewers agreed with the view expressed by some participants that it is critical to influence donors (especially decision-makers at HQ) on the benefits of using OM in overall results reporting.

The wider literature and some interviewees suggest that some donors still are looking for attribution not contribution and seem to feel that "qualitative" data is "nice to have" but not as valuable as quantitative data. This is not only a legacy from the past but a kind of "culture lag." It also represents the continuing pressures which have less to do with how results are reported than they do with the political context. Also, in terms of receptivity, e.g. with Forum CC, this seemed to be part of their initial resistance which was related to taking on more complexity. Also, they were satisfied with the approach they were using currently. Moreover, although outside evaluators may see the potential compatibility between approaches and corresponding rewards to integrating them, those who struggle with limited staff and resources may initially at least, find this an extra burden.

4.5 Question 5

Document common challenges faced/solutions adapted/adopted by partners using OM

The most common challenge faced by partners was the initial time learning to use OM at multiple levels but this was mostly outweighed by the benefit of OM helping partners to focus on specific Boundary Partners and produce immediate daily/weekly feedback on what was actually producing

behavioral and attitudinal change and being able to link this learning to management and future strategic planning.

A key challenge was that OM language is highly technical and difficult to understand and it is also not easy for initial users to observe and document changes in writing because they are not experienced using progress makers. To overcome this, all OM tools and templates need to be translated, e.g., terms like outcome journals can simply be called notebooks, and more time and space needs to be created for learning to use OM tools and templates.

Another challenge identified was that OM is about changing mind-sets to achieve long term results which partners can do more easily when their learning is supported by AcT facilitators and when they have the resources and time to carry-out capacity development that empowers the users.

Turnover in staff, and differing management capacities and skills, was identified by many partners as a challenge which can be addressed by continuous monitoring and coaching of new managers and staff.

Recording, storing and analyzing the wealth of data created using OM was also identified as a challenge. In addition to more support for local level users of OM, what is needed is the development of a system or platform which brings all this data together and makes it accessible to all the stakeholders and beyond e.g., to a linked academic institution.

Another challenge was the need for a systematic link between data collection and analysis which can be addressed through building enhanced research capacity at multiple levels, e.g., again with a linked academic institution.

In summary, the main challenges faced, and solutions adapted using OM, were: simplifying OM language and translations; training to overcome effect of staff turnover and the need for improved skills; need to build a systematic link between data collection and analysis; and a wider understanding that it takes time to change mind sets, attitudes and behaviors. The 6 lines of evidence and the Case Study demonstrated that almost all partners are engaged in the use of OM and are seeking ways to continue to use it to help them to achieve their objectives and those of AcT.

Perhaps on a larger “philosophical” point, there is the issue of how attitudes and behavior are related and how this affects change? Behavioral psychologists for example, don’t want to take inter-psychic issues into account but want to focus on external behavior - claiming that the mere act of behaving a certain way changes us. However, cognitive behaviorists, disagree and talk about the behavior/attitude connection – although the nature of this connections is not always linear.

The central idea is that behavior and attitudes have an effect on one another – again, although that connection is not always direct. It is difficult for example to act in a certain way (at least over time and sustainably) if you do not hold a certain attitude or if your “mindset” is not in agreement with the behavior, e.g., does not see value in it.

With respect to sustainability and change in mindset: 1) Some partners are using OM on projects which are not related to AcT (e.g., SeaSense, which has used it for its upcoming Overall Strategic Plan, 2) TFCG uses it with its boundary partners whether they make it explicit or not (e.g., as with ActionAID) and they have expressed the view that they not only use OM as a way to record results but also as an overall approach. For example, they have added governance to all the issues they deal with, e.g., forest

conservation and sustainable agriculture for climate change. This means that they are now working with politicians (at multiple levels not just federally), citizens, media, police and are seriously thinking of working with Magistrates who implement the law) because OM has not only changed their behaviour (namely how they collect data) but also their attitudes or “mindset” because they now see governance as not just an add-on to OM but as integral to empowerment, critical thinking, taking responsibility for oneself and one’s environment and advocating for their rights. This is more critical for long term change and sustainability than just collecting data using a certain method, e.g., OM or RBM. It seems clear that this central concept related to OM, e.g., empowerment of users and other corresponding behaviors and attitudes, has become now more important to some AcT partners.

Thus, for example, if you are TFCG, you may not have seen the value of including governance in your work prior to working with OM, or at least its value may have been minimal. Interviewing TFCG, it became clear that the change came when they realized that, for example, focusing primarily on the raising awareness of why it’s important for conservation of the forests from an environmental perspective, without providing a rationale for why this is important to the community’s livelihood, was doomed to fail. TFCG came to the conclusion that it was of central importance, not only to influence public opinion, but also politicians (especially at the local level), the media, police and other advocacy groups. Moreover, looking at this issue from the point of view of the people on the ground, and taking into account their reasons for either conserving or not conserving a forest, it became clear to TFCG that beyond raising awareness from an environmental perspective, it was important to link the livelihoods of those living close to the forests and the needs of the forest.

5. CASE STUDY

5.1 Background to the Study

As previously stated, this assessment is partly a continuation of two assessments by the Overseas Development Institute (ODI), in March 2011 and April 2012 respectively, in which they reviewed 6 partner CSOs’ experience of adopting and using the OM approach to implement their activities and help achieve their objectives. These assessments were mainly for learning purposes to inform and strengthen AcT’s approach to working with partners on OM and to support cross learning between partners on their experiences.

This final study is also aimed at learning purposes to assess whether outcome mapping has added value in terms of strengthening strategy development, planning and M & E of the CSO partners and what lessons that can be drawn from that experience.

Indeed, 3 categories are used as points of comparison for the 4 partners selected as part of the case study (using data from documentation and interviews) as follows: 1) How have they adapted their AcT initiative (s) to the context; 2) Have they used OM strategically, e.g., for their strategic planning? (This is important as it helps illustrate a move forward from simply using OM as a tool, to one of seeing OM as an approach); and 3) Selected results and lessons learned from each of the 4 partners are highlighted. A summary is provided which links lessons learned and conclusions to the entire assessment since the results (as demonstrated by the 6 lines of evidence) are generalizable.

As with the wider report, the primary audience for this study is the AcT programme, its partner CSOs, and the AcT evaluators. The primary objective is to learn about what works and how to make OM more useful as a tool to support the learning and the achievement of the results agenda.

5.2 Introduction to the Case Study and Sampling

At the beginning of the field assignment, AcT staff and the consultants discussed which partners would be most useful (and representative) to study in more detail for this final study. After joint discussion, it was decided that two of the organizations which had participated in the first two studies completed by ODI should be included for continuity - these were Oxfam GB and the Tanzania Forest Conservation Group/MJUMITA. For comparison purposes, it was also agreed that two other organizations would be chosen from the more recent partners. Again after joint-discussion Sea Sense and Forum CC were chosen. This set of partners were chosen as representative of some of the successes and challenges often associated with the preliminary stages of incorporating outcome mapping into an organization.

In addition to the Partner Funding Justifications, additional documentation in the form of multiple progress reports were requested from these 4 partners. The consultants also carried out additional meetings with all four partners.

The periods covered are different for both sets of partners: Oxfam GB and the Tanzania Forest Conservation Group/MJUMITA covered the period from 2011 to 2014 whereas, Sea Sense and Forum CC, were funded from 2012 to the present. Finally, the case study yielded findings, conclusions, and 7 lessons learned of value to a future iteration of AcT or a similar project. These will be discussed in the conclusions to this case study.

5.3 Context -- Introduction to the Partners and their AcT Initiatives for this Case Study

5.3.1 TFCG context

TFCG is an organization which was an original AcT partner involved from the beginning and featured in the Case Study on OM by ODI in 2012. The Tanzania Forest Conservation Group (TFCG) is an established NGO working to conserve/restore the biodiversity of forests in Tanzania through capacity building, advocacy, research, community development, and protected area management. They work in partnership with the Mtandao wa Jamii wa Usimamizi wa Mimitu Tanzania (MJUMITA), which is a new network of community groups involved in participatory forest management in Tanzania. It was founded by TFCG in 2000 but became independent in 2007.

Together they implemented two initiatives with AcT funding: The Forest Justice Initiative, and the Climate Change, Agriculture and Poverty Initiative.

The Forest Justice in Tanzania (FJT, 2011-2013) seeks to promote improved governance and increased accountability in Tanzania's forest sector. Again this initiative is a partnership between the Community Forest Conservation Network of Tanzania, known as MJUMITA and the Tanzania Forest Conservation Group (TFCG). Specifically, this project operates through 4 inter-related strategies: namely, Monitoring forest governance and forest condition; Enforcement promotion; Research, analysis and communication; and, Agreeing on standards. In the first year of implementation, the project operated

in three national zones, Northern, Southern and Eastern zones. In Year 2, the project extended its activities into three additional zones, Southern Highlands, Central, and Western zones. Ultimately, the project was active in all six national zones.

The second initiative that TFCG/ MJUMITA implemented through AcT funding is the Climate Change Agriculture and Poverty. CCAP is a 27 month project (October 2012- December 2014) with dual goals of poverty reduction and lower greenhouse gas emissions in agriculture. The CCAP initiative also works through 4-inter-related strategies which are: Community networking to securing climate-smart agricultural & land management; Research on policy and practice related to the interface between small-scale agriculture and climate change; Integrated approach to 'Climate Smart' Small-scale agriculture/ REDD+; and, Climate Smart Small-scale agriculture. CCAP works primarily at the national level with pilot activities in two districts of Kilosa and Chamwinos.

Finally, the CCAP partners include the following network of partners: MJUMITA and MVIWATA which are implementing project activities in Ibingu, Lunenzi and Kisongwe villages in Kilosa; and TOAM and ActionAid which are implementing project activities in Manchali, Mahama and Nzali villages in Chamwino district. TFCG is working on policy issues at the national level as well as providing technical support to all its project partners.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

One of the most important changes since working with OM is that the organization has evolved from its early days with AcT as an expert-driven conservation organization to one that focuses substantially on governance and capacity building of local boundary partners as integral to their work. This has been quite transformative for the organization and its partner organization MJUMITA, both conceptually and behaviorally, e.g., as to how they work with policy, strategies, activities and local partners in an integral fashion. Some of their partner organizations in CCAP, e.g., ActionAid were seen by partners (not verified by the assessors) as having been more "lukewarm" with respect to OM. However, overall, according to TFCG they and their partner organizations are now working well together using OM successfully.

In their reporting, interviews and discussion with AcT staff, it is evident that, at the policy level, whether it is related to forest conservation or climate change, there was a shift in perspective for the organization. A concrete example is that, rather than simply dealing with the essentials of conservation and forestry in an expert-driven manner, the FJT project uses a rights-based approach - starting with its language which is very rights-based e.g., forest justice, community participation rights, etc. In addition, their climate change initiative CCAP is focused on sustainable farming as part of climate justice and includes those who farm the land directly.

Indeed, both initiatives (FTJ and CCAP) work with multiple actors, e.g., not just powerful forest officials or local politicians, but also those whose livelihoods depend on the forests. Again, this is also true of the climate change initiative which works with local farmers, local politicians, village councils, and media as well as policy development with input from the community.

Both these initiatives present a theory of change which is more compatible with how behavior change really works in a complex political and economic environment as well as how conservation and climate change needs to be tackled from a technical perspective.

5.3.2 OxFam GB Context

Similar to TFCG, Oxfam GB was one of the original AcT partners and also featured in the Case Study on OM by the ODI in 2011. In Tanzania, Oxfam GB works primarily with smallholder farmers and vulnerable groups in the regions of Ngorongoro, Tanga and Shinyanga. Working specifically with AcT support, Oxfam GB has integrated governance approaches into these 3 programming regions and formed a new programme – the Chukua Hatua.

Chukua Hatua’s main aim is to increase citizen engagement in monitoring public service and resource management. Indeed it was with AcT support that Oxfam GB sought to integrate governance approaches into all their 3 programme areas using OM approaches to increase citizen engagement in monitoring, public service and resource management.

The programme’ believes that:

1. Building citizen awareness and capacity will assist citizens to overcome fear of accessing their rights. The rationale is that if citizens see action is in the interest of their livelihoods and their rights– they will act;
2. Increased pressure from citizens will bring about corresponding responses from duty bearers; and,
3. Increased capacity of local elected leaders, will lead to positive responses to citizens.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Oxfam GB promoted the use of OM with its boundary partners initially more as a tool for results reporting, e.g., through outcome journals. Oxfam GB has evolved its approach to OM mainly using a ‘piloting approach’ and the mainstreaming of governance as well as using OM as a reporting tool.

In terms of Oxfam GB’s theory of change, and over time, as part of its commitment to behavior change, the organization has also demonstrated openness to unintended results including so-called “negative results” as well as “positive results”. This is because of the stated belief from interviewees that such results should not be hidden because they are part of the learning experience - ultimately improving overall results and overall learning if embraced and understood.

Fortunately, Oxfam GB also had an internal champion for OM in Kisuma Mapunda, who took the lead in promoting OM and contributing to the ODI case study which involved Oxfam GB, and promoted the use of OM throughout the organization and with its boundary partners. (Kisuma was also very helpful to the assessment consultants who developed this case study). Despite these successes however, financial accountability issues unfortunately arose from some local boundary partners which proved challenging.

5.3.3 Sea Sense Context

Sea Sense is a recent AcT partner, beginning in 2012, as part of the CCE (Climate Change and Environment) programme on their programme known as the Sustainable Marine Fishers project.

Sea Sense is a non-governmental organization (NGO) focusing on the conservation of endangered marine species and their habitats. The organization was originally established in Mafia Island in 2001. Following considerable success in Mafia Island, Sea Sense expanded its presence to mainland Tanzania in 2004 and currently operates in six coastal districts: Mafia, Fufijl, Kiwa, Temeke, Muheza, and Pagani.

Sea Sense planned to work on increasing accountability among its key stakeholders in the fisheries sector, including community-based Beach Management Units, Local Government Authorities and Central Government decision makers. They believe that improved management of fisheries resources and strengthened governance systems will lead to improvements in impact on climate change.

Also, in view of the what they see as the fundamental link between humans and their environment, Sea Sense uses a 'grass roots' approach, including awareness raising through radio programmes, training, capacity building workshops etc. to inform stakeholders about endangered marine species conservation. They have come to recognize that sustainable and long-term change in the way marine resources are exploited can only be brought about by working in partnership with coastal communities, local and central government and the private sector. Certain challenges however continue to arise, which are beyond national boundaries (e.g., foreign investors exploiting Tanzania's natural resources).

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Sea Sense was clearly an organization which was ready and willing to work with OM on monitoring their progress. It initially used OM to better identify who their boundary partners were and how they should work with them. It also helped them to identify strategic partners and indeed to be able to make distinctions between these two categories. In the past, prior to using OM, they had too many direct partners.

The assumptions their initiative operates with are:

1. Improved livelihood security will help locals see the rationale for protecting marine life;
2. Improved long term health and integrity of marine and costal ecosystems will help convince locals that it is in their interest to protect these marine and costal ecosystems for the long term benefit of their communities; and,
3. More transparent and mutually accountable relationships between BMUs (Beach Management Units), District Authorities and Costal Government, will provide the context for better protection of both marine life and communities.

5.3.4 Forum CC Context

Forum CC, also known as the Tanzanian Civil Society Forum on Climate Change, is an association of civil society organizations committed to work on climate change in their own programmes as well as through advocacy. It brings together development and environment organizations ranging from a highly technical approach to those with a more delivery and advocacy focus.

Under Act, Forum CC (with the initial assistance of Oxfam) implements the Accountable Climate Action Initiative (ACAI). Overall Forum CC works to inform Civil Society Organizations in Tanzania on Climate Change issues for the benefit of the environment and people in poverty affected by climate changes.

The Forum has three main areas of engagement which are: Capacity and institutional strengthening; Coordination and network building; and Advocacy and policy engagement.

The Theory of Change for Forum CC operates under the following assumptions:

- One needs to work with local change agents in order to contribute to a groundswell of citizens taking responsibility for responding to climate change and demanding the same change from their governments and from private businesses;
- Strengthening Forum CC itself as a national network and platform for national level engagement will support the implementation of this change both in national and international negotiations.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

An initial challenge was that Forum CC's institutional structures, e.g., their financial and reporting systems were deemed weak initially, and therefore Oxfam GB was asked to manage the ACAI initiative by providing programme oversight for their funding at the outset. It was understood that Forum CC was to develop its capacity by: Strengthening its financial systems, Acquiring staff for the implementation of ACAI, Reworking their proposal and strategy based on the OM approach, Providing AcT with a workplan that demonstrated that the aforementioned were being dealt with; and Demonstrating that they understood both the opportunities and the challenges of working with forums in terms of leadership and network partner issues.

In addition, Forum CC had some initial challenges with OM itself, mainly due to its adherence to another approach in which they were trained and used. Some progress has been observed using the OM approach as a result of programme interventions but these have been slow and mainly been attributable to the integration of their previous approach, which they still use, with the OM approach.

5.4 Strategic Planning, OM and Case Study Partners

5.4.1 TFCG/MJUMITA Strategic Planning

TFCG/ MJUMITA used the context and stakeholder analysis steps of OM to decide who to influence through their projects, and outcome challenges to inform their choice of strategy and partners. Specifically, for example, TFCG/ MJUMITA applied OM to their FJT and CCAP projects using 4 strategies: Community networking as a force for securing climate-smart agricultural land management; Research on policy and practice in relation to the interface between small-scale agriculture and climate change adaptation and mitigation; Demonstrating an integrated approach to Climate Smart Small-scale agriculture and REDD+; and, Advocating for Climate Smart Small-scale agriculture.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Interviews and documentation appear to confirm that the organization has utilized OM to better focus its overall strategies and its corresponding selection of boundary partners with which to influence and work strategically as part of their narrow and wider networks.

They appear to have concluded that technical skills in forestry conservation, climate change, and agriculture are necessary but insufficient to create behavior change. Simply educating locals on why the forest should be conserved or on climate change was not working and needed to be linked with improved livelihoods. Also needed is motivation to ensure that change takes place.

Thus, they have learned to augment their approach to advocacy, networking and partnering to include how and why it is important to local livelihoods and empowerment to address these issues at multiple

levels, e.g., among local people, CSOs, village councilors, MPs etc., law enforcement etc. Through these actions, the organization is mainstreaming a governance approach throughout its strategic planning.

In addition, during interviews, staff directly credited their use of OM as the reason for their enhanced understanding of why it was important to look at the political and economic environment, instead of only looking at the imperatives of forest conservation or climate change.

Thus, their strategies focus on pairing forestry conservation and climate smart small-scale farming with local livelihoods, human rights and citizen responsibilities. In turn this has not only meant that there is more cooperation among stakeholders, but also the partner reports that it has led to citizens taking more action themselves to protect their forests and farms. This is well worth verifying in a mission.

5.4.2 Oxfam GB Strategic Planning

Oxfam had a governance strategy in place prior to OM, however, they used OM to help articulate and enhance their intentions to influence behavior change. This helped them to focus their strategic aims in strategies and activities to promote empowerment and change among citizens through active engagement.

Moreover, over time, through the use of on-going monitoring, as well as regular reflection, and using a piloting approach, OM helped them to capture and focus on emerging trends rather than being overly focused on fixed outcomes. Also, Oxfam GB has promoted the idea of sharing best practices among their partners and has looked to AcT to help develop a platform to do so with a wider audience.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Oxfam GB, suggested that AcT could facilitate development of an online platform which could help AcT partners share information amongst themselves which could contribute to their overall strategies. This could be through an email list of partners or a private blog. It is important that such a site be facilitated to avoid information overload and to best utilize information. They suggested that AcT could facilitate this at least initially.

Partners want help developing better tools and techniques related to OM, e.g., better locally-friendly outcome journals for their grassroots partners. Oxfam has simply called Outcome Journals notebooks and captured results in Kiswahili and then translated them into English for wider distribution and reporting to AcT. However, the problem is more complex than simply conceptualizing journals as notebooks or allowing local partners to capture results in the local language – and involves how results are perceived. In the beginning, for example, it was difficult to learn and apply the OM approach, because local partners were sometimes unable to identify significant progress towards results – they simply were not thinking in these terms. Thus, the bigger problem was that they simply did not recognize results– they had not yet learned to think in terms of progress makers and this was particularly problematic since they were used to reporting change in orally recounted stories.

In particular, partners had difficulty with unintended results and/or so-called “negative results”. Thus, it is not surprising that some results were not reported until they were discussed with the project officer who used probes to solicit this information.

As already mentioned, Oxfam GB decided early on to employ pilot approaches to implementation in order to learn what worked and what did not before scaling-up the OM approach. It takes confidence however, to be able to take this approach and to admit to negative results since most people are trained to see such results as a failure. Yet, Oxfam GB managed to see positive results as excellent and also saw negative or unintended results as important because they potentially pointed to a need to redirect strategies for change or point to emerging trends.

5.4.3 Sea Sense Strategic Planning

Sea Sense recently used OM to help develop its Strategic Plan for the period 2014–2019 to guide their future strategic direction against the backdrop of an expanding portfolio of projects ranging from research and education to ecotourism and governance.

In doing so, they took into consideration the fact that the Government of Tanzania has been adopting a more community based natural resource management approach as a long term strategy across the fisheries, forestry and wildlife sectors. Using this focus on grass-roots organizations through its political and economic analysis, Sea Sense adapted its strategy to reflect this. Its aim is to become increasingly more sought out as partners for such initiatives and thus broaden its mission and influence.

Certainly their strategic plan reflects incorporating new programmatic efforts to address human behaviors that lead to the degradation of marine and coastal ecosystems and the biodiversity they support, as well as to address the political and economic realities in Tanzania.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Sea Sense was clearly an organization that was ready and willing to work with OM. It willingly utilized (and indeed embraced) OM in the development of its strategic planning and to better identify who their boundary vs. strategic partners were and but also how they should work with each. Therefore, OM has not only helped them to identify both boundary and strategic partners but has helped them make clear distinctions between these partners. In the past they claim that without OM they had too many direct partners which wasted resources and had only a marginal impact.

Overall, just as with TFCG (another conservation-oriented organization in the Act family), OM has also helped Sea Sense to better appreciate the importance of governance in their work, including the need for cooperation and empowerment of local peoples and governing bodies.

5.4.4 Forum CC Strategic Planning

The overall strategy of Forum CC has been to: integrate OM and their original method of capturing results into their work plans; develop their visibility as a network's working on climate change through research and studies, radio shows, TV shows, cartoons etc., and strengthen the network in Tanzania.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Several challenges persist including: issues related to working with government, language barriers, and cultural issues, e.g., for example, some Muslim villagers in Pemba were disturbed by the placement of certain sculptures which were designed to depict scenarios associated with ACAI, since they felt it was against their religious practices. Also, M & E challenges, (very similar to those reported by other Act partners in the initial stages of OM implementation) were reported: e.g., difficulties acquiring useful

specific as opposed to general information from OM journals. Like other partners, they have partially overcome this by using probing interview questions to extract more detailed information.

5.5 Reporting on Results & Lessons in Practice

5.5.1 TFCG/ MJUMITA Reporting and Results, Lessons and Practice

With respect to FJT, TFCG/ MJUMITA reported in interviews that the stakeholder analysis exercise in which they engaged helped them more fully appreciate the importance of the private sector with which they had not previously been involved.

TFCG/MJUMITA documentation also revealed that they are planning on using OM with their wider members and are therefore going beyond their mandate with AcT. This is a good sign since they are using it when they are not specifically obliged to do so. This, coupled with their increasing interest in getting further outcome mapping training and support, is an interesting result in itself.

With respect to CCAP, TFCG/MJUMITA report that some small-scale farmers seem to better understand the need for the integration of climate smart, small-scale agriculture and sustainable land and natural resources management in national policy, due mostly to enhanced understanding and direct experience provided by the project.

There is some progress towards government and civil society cooperating to support small-scale farmers to benefit from climate smart agriculture and sustainable land and natural resources management. The results are more mixed in terms of the private sector, and particular foreign business interests.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

TFCG/MJUMITA, in both their initiatives (FJT and CCAP), reported demand from a variety of areas of their organization and from different partners to learn more about OM. An example is requests to have OM journals in Kiswahili, which helps to include local boundary partners, who would otherwise not be able to participate.

In addition, TFCG has taken up elements of the AcT OM approach elsewhere in their organization. They are mainstreaming it in other advocacy work for example, which they are doing as part of their work involving REDD+. Also they claim they are giving special focus to their stakeholders' motivations to help design better strategies for behavior change.

Thanks to what they have learned through their use of OM, they report having developed four inter-linked strategies: monitoring forests, promoting enforcement of laws, research and analysis of policy, and have sought agreement upon standards for conservation of forests with locals.

Using information from Outcome Journals, TFCG noticed that the media seemed to be having a stronger effect than other strategies in terms of influencing the behavior change of the Forest and Beekeeping Division to respond towards illegal activities, e.g., they contend that government officials have reported that they feel that they are under pressure (but this has not been independently verified). Thus TFCG has adapted strategies to work more with media in response to this finding.

Other positive governance changes which has been reported in their documentation, was also found to be consistent with the interviews. Moreover, it is anticipated that these positive changes will increase as they and their partners become more aware of the direct importance of good governance to achieving their outcomes. TFCG staff interviewed felt that follow-up on these changes would provide valuable opportunities to learn about governance change at the community level and would help to make these changes more ingrained and therefore sustainable – this was also reflected in reporting.

Another important self-reported result, found in TFCG reporting is that community members appear to now trust CSOs such as TFCG to push for improved governance and increased accountability in their forests and villages rather than working with government institutions alone. Also, the involvement of village and district government officials is also promising if, as these officials report, they are working more effectively with communities to make improvements.

In terms of CCAP the following was reported in their documentation:

Initial results suggest that some farmers have changed from using traditional farming to CCAP agriculture techniques. Also, interviewees reported that in areas where there are active MJUMITA networks, forest management has improved as part of the FJT initiative.

Partly, this is because the FJT has been successful in assisting communities in tackling illegal activities at the village level where change is crucial. Two patterns have emerged which are being fed into future planning:

1. While more cases pertaining to infractions against the Forest Act are coming to court, the accused are often not convicted or if they are, their sentence is not applied.
2. While the communities have assisted District authorities and TFS to capture hundreds of pieces of illegally harvested timber and charcoal sacks, there is still corruption so little or no revenue is returned to the communities.

One negative result is that these communities are now potentially at risk since they are known to poachers as having “blown the whistle”. Another important TFCG is finding with both their Act initiatives therefore is that they need to broaden their work to include another boundary partners – namely magistrates.

In other words they have discovered that it is not only important to change the law, it is also important to enforce/implement the law and that means educating magistrates as well and keeping pressure up on locals and police through training the media.

Additionally, many community leaders lack administrative skills and contribute to weak governance in many villages and therefore need this type of training to enhance results.

In short, prior to using OM, TFCG/ MJUMITA were not dealing with these actors, nor did they look holistically at what needed to be provided. In short, they would not have considered it central to their mandate to work with many of these stakeholders closely nor provide the type of support they now see as crucial, e.g., the training of magistrates.

5.5.2 Oxfam GB Reporting and Results, Lessons and Practice

Oxfam GB has used Outcome Mapping with the communities with which they work not only to record results but also to build capacity, particularly with respect to citizen engagement. This exercise was an important ‘learning experience’ and was enhanced by the organization’s willingness to use a piloting approach, which included the reporting of negative as well as positive outcomes. One example was that Oxfam realized that the progress markers they developed were not capturing changes well. In another reported example, OM journals reported that community leaders were not responding to increasing demands from citizens as often as they expected. Thus they altered their strategy and introduced a new pilot activity to support community leaders directly. Although initially they were concerned, they found that searching for the reasons why these results occurred ultimately helped them better understand what was really happening, and helped them progress forward.

With respect to unintended results, Oxfam found that it was more important to go beyond ‘ticked off’ progress makers - they found that there was almost always deviations from the plan and it was such deviations (both positive and negative) that enabled them to spot trends in behavior change that they had not anticipated or had been influenced by external factors. They built on these early experiences and adapted their journals to include a section specifically for recording positive and negative deviations. In addition, the process of developing boundary partners, outcome challenges, and progress markers, has enabled them to review their strategy and refine their theory of change based on lessons learned from experience.

With respect to monitoring, they have been using outcome journals to track changes in their boundary partners. These journals are filled-out by programme and partner staff when visiting the field to monitor changes of each boundary partner against progress markers. Although this process is time consuming, especially since it involves translation, it also provides valuable local input into results.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Just as TFCG/MJUMITA, in both their initiatives (FJT and CCAP), Oxfam (Chukua Hatua) reported demand from different areas of their organizations and from different partners to learn more about OM. Oxfam GB used on the ground partners to collect information which was critical to develop buy-in and build empowerment. Also, this not only allows for the collection of relevant information for the life of the project, but also contributes data on possibilities for sustainability.

With respect to the OM journals, they are viewed as helping to provide participatory records of events that relate directly or indirectly to progress markers and include boundary partners’ perceptions and demonstrate the direction and strength of behavior change. The journals were designed to better capture descriptions of these change(s), e.g., highlighting contributing factors, sources of evidence, unanticipated change and lessons learned.

Empowering local stakeholders in citizen engagement is crucial since it is citizens who will continue to promote the project’s results in the future. In the same vein, Oxfam took the view that it was important to be as open as possible. For example, two biannual Chukua Hatua’s outcome mapping monitoring reports were shared with their partners in Learning Events, to be open and transparent and initiate feedback. Oxfam indicated that OM frameworks are not static and thus should be reviewed periodically and again would appreciate AcT potentially to play a facilitative role.

5.5.3 Sea Sense Reporting and Results, Lessons and Practice

Sea Sense discovered that by using the more participatory approach promoted by OM, they learned that fishers felt ‘exploited’ by district authorities, researchers and NGOs who frequently interviewed them to gather information but rarely provided feedback on the outputs of the data collection.

From their work with the communities they discovered that there was a need to support capacity development in Beach Management Units and to have activities designed to accomplish this such as: Minondo BMU in Temeke District have conducted monthly foot patrols and organized regular patrols; Members of Sange BMU in Pangani District provided feedback to fellow BMU members and village leaders on ecosystems, economics and governance training workshop; and, members of Jaja and Pombwe BMUs in Rufiji District attended village council meetings to provide feedback to leaders on ecosystems, economics and governance training. These BMUs requested the village chairperson call a village assembly meeting to ensure further feedback to their communities.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Although Sea Sense has only been working with OM for a relatively short period of time, the organization has already seen changes in behavior thanks in part to this newly adopted approach of including governance and selecting and working in a participatory fashion with boundary partners. Sea Sense is, for example, currently working more in concert with local fisher people instead of ‘against’ them because many of them previously engaged in activities such as dynamite fishing. This could not have been achieved without developing an understanding of mutual interest and without involving locals directly in the gathering of data to integrate local concerns and motivations into the equation for change. Locals needed to understand that their livelihoods could actually be enhanced, not compromised by what Sea Sense was proposing. The result with the Sea Sense boundary partners is similar to that noted for the TFCG/ MJUMITA’s boundary partners.

A specific example is that thanks in part to the Sea Sense campaigns and learning events, several locals now see turtles as more valuable alive. Live turtles attract an on-going number of eco-tourists, while killing turtles for their meat provides locals with income only once. This has had the transformative effect of motivating many locals to protect the turtles as valued resources rather than as prey to hunt.

Another change with respect to M & E, is that Sea Sense did not have a formal system in place when they introduced OM. They were therefore more willing to introduce OM than partners that had well established approaches to M & E. For a variety of reasons, Sea Sense has embraced OM, although but they have struggled, as have most AcT partners, with the reporting needs of AcT. One problem that they share with most of the AcT partners is that, since Sea Sense has several donors they are faced with the reality that different donors seek different types of results reporting, and OM is not currently widely used. However, Sea Sense has used OM to enhance its reporting even when it was not required by a particular donor.

Sea Sense is also able to carry OM forward since their entire team is now behind the approach—although this was not necessarily the case in the beginning – it has evolved over time and with experience. The Sea Sense teams seems to understand that OM offers them not only a way to capture results but it also offers them an approach to achieving buy-in and empowerment of their boundary partners. Thus, OM offers them both a tool to record the achievement of results and an approach to

work towards longer term sustainability by developing the capacity of local people, politicians, officials, and businesses.

In summary, OM has helped Sea Sense develop as an organization because they have embraced it throughout (not just as a tool used by the person responsible for M & E) but also as a way to work with communities and promote better development practices in a participatory manner. OM also has offered them an approach that improves their ability to better understand how to work with a variety of local stakeholders and boundary partners, as well as strategic partners in order to achieve their goals and objectives. Finally, OM has provided them with avenues to know the difference between various types of partnering and how to design interventions to influence them, e.g., directly or indirectly.

5.5.4 Forum CC Reporting and Results, Lessons and Practice

It has been more difficult to discern results for Forum CC partly because they initially worked through Oxfam GB and partly because they were initially resistant to taking on OM.

Some progress and achievements were reported in documentation and interviews as noted below.

Forum CC has stimulated discussions among boundary partners and other stakeholders on the importance of climate change across their network. They have successfully coordinated events among network partners and reported improvements in cooperation with Government officials and Donor Agencies and claim that inclusion of the ACAI initiative can be found in District programs. Their advocacy and policy engagement has been very visible. For example, the assessors observed that Forum CC cartoons depicting scenarios on climate change have been distributed throughout the AcT partner network. In fact, advocacy and communications are clearly quite central to Forum CC's approach. For example, Forum CC employs a variety of methods to reach the public including: reaching out to the public and developed podcasts, TV programs, and radio shows - along with their cartoons on the importance of dealing with climate change. This has helped get their message out with the help of boundary and strategic partners. There are still issues related to institutional strengthening which had related to their financial systems as an area highlighted as needing to be improved. This type of issue is not uncommon in networks and especially local networks which are often underfunded and have insufficient numbers of dedicated staff.

Evidence from Document Review, Stakeholder Interviews and Workshop Participation

Beyond the structural concerns mentioned above, Forum CC had initial challenges with OM mainly due to its adherence to another approach which they favored and had been trained in and were using. Some progress has been observed using OM as a result of the programme interventions however these have been slow to materialize. As mentioned, Forum CC resisted replacing their original approach which they liked. However, they seem to have been able to work better by integrating the two approaches in a complimentary manner. For example, Forum CC looked at the potential viability of progress makers by using a cultural suitability approach which was part of their original strategy.

Forum CC has tried to use the two approaches in a complementary fashion by, e.g., incorporating the use of culturally sensitive cartoons which speak to local cultures and sub-cultures and which at the same time depict issues related to AcT progress makers and objectives. These cartoons have been well

received by local communities and by other AcT partners. Indeed, as already noted, they were visible at most AcT partner locations that the OM assessors visited during their field visits around Dar es Salaam.

Given the initial challenges of introducing OM into Forum CC, coupled with the short time frame of the CCE initiatives, it is difficult to gauge the longer term sustainability of the ACAI. However, although challenges remain, they have worked toward an integrated approach to working with OM and AcT.

Unfortunately, however, there are still a number of structural challenges which affect the accountability of the organization. As with other partners, a balance (which is difficult to achieve) still needs to be struck between the project's accountability needs and the really important need to involve local partners and networks. Such partners often do have structural issues. Moreover, putting them under another larger more complex partner can work well but it is difficult for that managing partner to maintain a level of needed oversight. In addition, for OM to work effectively, a certain amount of trust and permission to make mistakes and learn from them is needed to achieve change and empowerment.

5.6 Summary from Lessons Learned from 4 Partner Case Study

To summarize:

For Oxfam, OM use widened and deepened over 4 years and demonstrated how communities and councilors achieved empowerment and results (part of their success was the use of pilots and flexibility of OM to allow changes and adaptations to learning).

For Tanzania Forest Conservation Group, a main OM achievement is trust built at multiple levels leading to outcomes including changes in the law and new learning (understanding that the law is interpreted and implemented by people). Because of this new learning, they are now focusing on working with magistrates – some of whom are currently not implementing the law properly.

For Sea Sense, after only 1.5 years as part of the AcT Climate Change and Environment (CCE) partners, Sea Sense has used OM as a major contributor to creating their next 5 year organizational strategic plan in consultation with multiple levels of partners.

For Forum CC, they are using OM to identify boundary partners and link OM with the culturally focused approach which they were using previously. For example, they used their culturally sensitive approach to review their progress makers and ascertain which ones would work and adjust those that did not work within their context.

In addition, 7-lessons learned emerged from the case study which were also found in other lines of evidence with the wider group of AcT partners

1. **OM is an approach** - As the 4 AcT case study partners discovered, OM is not simply a tool – it is an approach. OM must be incorporated into the organizational structure: i.e., the organizational culture and part of that culture must include on-going learning. This understanding seemed to grow in all 4 AcT partners, although not at the same pace or in a linear fashion.

2. **Phasing in of OM** - The 4 organizations in the case study all went through several phases: i.e., initial acceptance of OM as a M&E tool; understanding its role in the selection of boundary and strategic partners; discovery of the ‘transformative elements’ of OM in developing relationships among partners and stakeholders; capacity building of local populations; and enhanced understanding of the political economic context in which their partners work.
3. **Overcoming Resistance** - The phases described above are not necessarily linear, or better suited to one type of organizational culture. However, a tendency observed by the evaluators is that when an organization, usually a larger one, has a pre-existing M&E system, it is more difficult for it to integrate OM as SNV found. SNV. Also, this is true for organizations such as Forum CC which had a pre-existing approach. By contrast, smaller organizations without strong M & E systems such as Sea Sense, seem better suited to embrace a more flexible approach such as OM even though it meant reporting in multiple ways since not all donors use OM. A second important feature demonstrated by Sea Sense is the importance of having a well placed champion fully support using OM as Sea Sense did in developing its 5 year Strategic Plan. Similarly, TFCG found OM ‘transformative’ since it helped them to understand the central roles which governance, advocacy, rights and the media play in carrying out forest conservation and climate change initiatives. This understanding led them to realize that changing laws was not enough since it was also essential to influence the magistrates who implement the laws. Finally Oxfam GB used a piloting approach which enhanced its understanding of what worked in terms of behavior change. In summary the case study demonstrated that partners with existing M&E systems had more difficulty using OM. It was not partner size or time using OM that mattered but rather organizational receptivity to using a new approach.
4. **Building on other M& E approaches** - For some partners, such as Forum CC, they were able to use their pre-existing approach to identify boundary partners and progress markers. Using OM added new data which also augmented data being captured by the pre-existing M&E system.
5. **Political understanding** - OM helped all 4 partners (to varying degrees) better understand the political economic context in which they worked using power analysis and stakeholder analysis tools to develop (and/or re-develop) strategies that address the risks and opportunities.
6. **The OM learning curve** – Similar to the partners, the AcT team had a learning curve to fully integrate OM which enabled them to mentor partners effectively and respond to specific challenges. Nevertheless partners, especially those which started to use OM more recently, report that more training and support is needed now and in the future. Also if the number and diversity of partners grows, mentoring will need to be increased especially with new partners.
7. **Leveraging parallel results demonstrates validity** - The 4 organizations studied reported several consistent results concerning influence of local populations and politicians, particularly at the local, village level. AcT could facilitate more focused compiling of data and comparison of data across partners in order to identify issues related to validity and leverage up the results.

6.0 Overall Conclusions and Recommendations

This section contains the conclusions and a series of recommendations based on the findings from the 6 lines of evidence, lessons learned in the case study, and how these are generalizable.

6.1 Conclusions

Overall all 6 lines of evidence and the case study lessons learned demonstrate that OM has been used effectively to enhance achievement of objectives and reporting of results in AcT for the large majority of partner organizations (17 out of 20 or 85%).

The other major conclusion is that the findings from the Case Study replicate the findings in the other 6 lines of evidence.

Although, more time is necessary to fully assess this new AcT partners, especially those which began to use OM more recently in climate change, their use of OM appears to be following the same path.

Although the conclusions in this report are based on the 6 lines of evidence and the case study, the limitation is that they have not been cross referenced with on the ground visits with beneficiaries in communities or with donors and the government since these interactions were beyond the ToRs..

In the event that AcT 2 is possible, the following are recommended for consideration by AcT, by the upcoming evaluation team and by the funder.

6.2 Recommendations

In terms of recommendations, the assessment consultants support the recommendations that many partners made that: There should be an AcT 2 structured similarly to Act 1 which the partners and AcT agree is good example of constructive donor engagement supporting CSOs in Tanzania.

A series of specific recommendations are included below:

Recommendation 1 – Continue AcT catalyst, facilitator and trainer role

Build on the present catalyst and facilitator role but in future increase mentoring at multiple levels especially with respect to the use of OM journals.

Some AcT partners are not yet satisfied with the observations recorded in Outcome Journals by the “on the ground” partners. Mentoring is still needed. There remains difficulty with some OM terminology. Some Boundary Partners record observations which are either not detailed or important and/or they miss out on important changes in their recorded observations.

With respect to OM journals the following were considered challenging:

- a) Reporting on observations or deciding which observations are/were important enough to track.
- b) Assessing whether change was linked to one individual actor or several actors e.g. contributions to change.

- c) Addressing “no change” or even “negative change” since there is naturally a tendency to look for success stories. Negative change however can often tell us a great deal about how things work or don’t work and challenge our assumptions.
- d) There is a need to have well-trained advisors/animations to improve the quality of outcome journals.

Recommendation 2 – Build on relationships at multiple levels

Build on and continue to develop deep relationships based on mutual trust with boundary partners from multiple backgrounds.

To overcome resistance to introducing OM, a slow planned phasing in of OM is necessary to draw in stakeholders from all levels and to build a full understanding of the benefits of OM.

Recommendation 3 - Create an integrated Database

Plan to utilize the large mass of data created through OM as part of an integrated database ideally linked to an academic institution

This database could be connected to an Academic facility or to several institutions.

Partners are generating a great mass of data using outcome journals but not all is of clear immediate use. An integrated database could provide an opportunity to look at various methods for data gathering that have been used during the life-cycle of AcT.

Training can also be rolled out in more settings including a “Summer Institute on OM Monitoring and Evaluation” in which interested parties from AcT and beyond could present their findings and learn from each other.

Recommendation 4 – Support OM Learning Community

Support the creation of a Tanzania OM learning community which links AcT partners with a wider audience and augments existing AcT learning events which partners found very valuable.

It would be beneficial for this Tanzanian OM Learning Community to include an online platform connecting the OM community and linking AcT partners with a wider audience working on OM and also providing them with broader access to local technical resources.

Recommendation 5 – Cross reference and Validate

Build into a future program support for validation through cross referencing of results by one partner with those of other AcT partners. This type of validation across partners can:

- Increase confidence in the accuracy of results
- Demonstrate that each partner’s results can be seen both individually and as part of overall AcT programme

The consultants noted that similar results are emerging across partners. An example of results which came up in interviews with several partners concerned Councillors.

- a) Councilors are mobilizing local resources which they didn't do previously claiming that it was outside their jurisdiction and needed to be carried out by the central government.
- b) Councilors and citizens are beginning to raise questions on budgets in relation to quality of outputs delivered.
- c) Councilors attempt to become responsive to citizens' concerns/ issues in various (formal/informal) meetings as citizens become more empowered and proactive.

A systematic follow-up of parallel results could be done and included in summary AcT reports. They should also be shared with partners or others who are working on the same issues since there would appear to be synergies that could increase program impact.

Recommendation 6 - Link OM and Logframes

OM and Logframes need to be integrated to make reporting less onerous, to ensure all results are reported, and to educate donors on the benefits of OM.

Data collection methods for Logframes and OM need to be integrated for ease of monitoring and reporting. Partners want to better understand how to integrate Logframes and OM for three main reasons:

- a) To make reporting less onerous
- b) To "educate" some donors about the benefits of OM
- c) To further their own understanding in some cases about how best to integrate their reporting.

The benefit would be more integrated reporting on results to donors and less time required by partner organizations to complete all required reporting.

Recommendation 7 – Build on Present Achievements

Future programmes need to build on lessons learned in AcT and retain and build on the base created by current successful AcT partners.

Most likely new partnerships will be added to AcT 2 (if it comes into being) but it will also be important to retain most current AcT partners in the next phase to allow the OM process that has been started to be fully utilized and become sustainable for organizations

APPENDICES

Appendix A: Terms of Reference

Assessing the Value of Outcome Mapping in Strengthening AcT Partners' Strategy Development, Planning and Monitoring, Learning and Evaluation

AcT seeks to commission a consultant to carry out an assessment of how different partner organisations have made use Outcome Mapping as a tool to support more effective engagement in governance issues and overall to strengthen their programming.

AcT provides support to its CSO partners to strengthen practices and capacities of strategic planning, management of implementation, monitoring and documentation of results and learning. One of the key tools that AcT uses for this purpose is Outcome Mapping. AcT adapted its approach to Outcome Mapping from ODI's RAPID Outcome Mapping Approach (ROMA). Since ODI's original introduction of ROMA to the AcT team, the approach has been developed further and an AcT Resource Guide on Outcome Mapping produced.

The assignment will be undertaken during the months of August and September 2014. This timing is to allow for the product to contribute to (a) design and business case of a possible second AcT Programme and (b) the planned end review of the AcT programme in last quarter of 2014.

1. Background

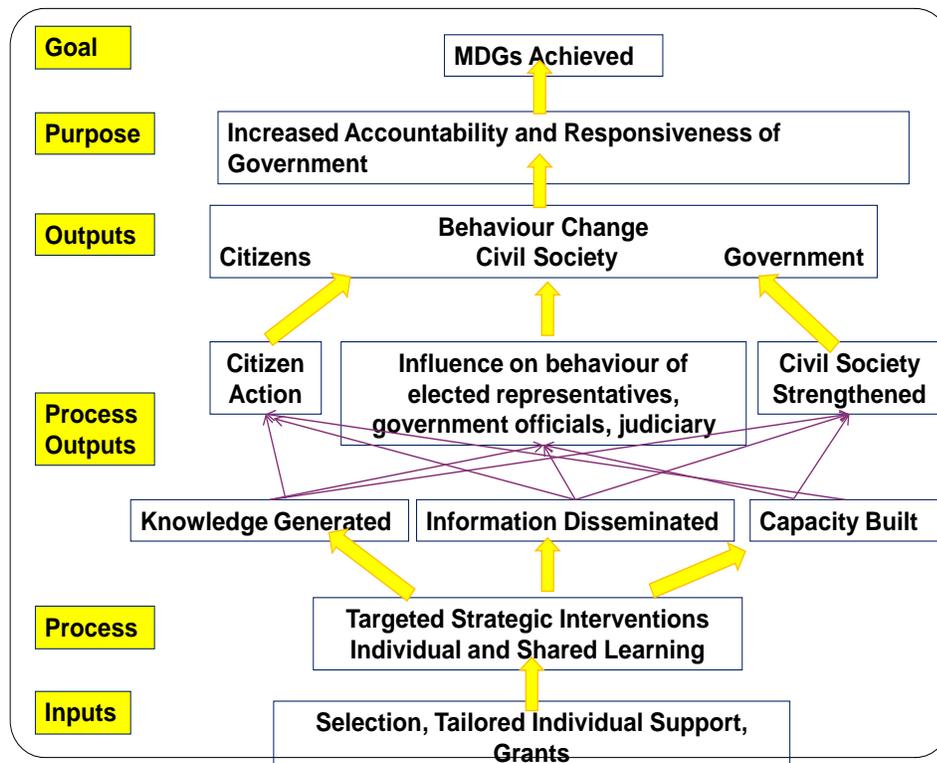
1.1 The AcT Programme

AcT is a six year £31m initiative whose purpose is to 'increase the responsiveness and accountability of government to citizens, through a strengthened civil society'. Since 2009, UK has supported 29 Civil Society Organizations (CSOs) in Tanzania. This support is provided through an intermediary fund manager, KPMG, who has overall responsibility to manage and implement the Accountability in Tanzania Programme (AcT). Through the AcT programme, KPMG provides accountable grants and capacity building, and ensures effective delivery including fiduciary risks management, on behalf of DFID. The overall financial size of the AcT programme is up to £31 million by March 2015. This includes a planned £4.2 million for the climate change and environment window, which only became operational in early 2012.

AcT's partners are generally in receipt of funding from a range of other donors, including other bi-lateral organisations based in country as well as some multi-lateral funding, and some philanthropic organisations based overseas. Some are also in partnership with international NGOs. Each donor has its own practices and procedures, and AcT prefers not to be more than 40% of any one organisation's income.

1.2 AcT's Theory of Change and Approach

The short form of AcT's ToC is that: 'Supporting civil society partners to implement context-specific strategic interventions will enable them to influence positive change in the attitudes and behaviour of citizens, civil society and government, making government as a whole more responsive and accountable.' The following captures the ToC as a diagram:



Key features of the AcT approach include:

- Flexible funding to NGO partners – but with a preference for core support to a partner’s strategic plan as opposed to project funding
- A clearly articulated partnership approach, with grant management and capacity development support provided in house by ‘Results and Effectiveness Managers’
- A learning strategy to support individual and shared learning by partners and documentation for wider learning outside the programme
- Support for partners, where appropriate, to adopt outcome mapping as a tool to support more effective engagement in governance issues
- Use of evidence from outcome mapping to provide both qualitative and quantitative results for the programme’s Log-frame.

1.3 Outcome Mapping

AcT provides support to its CSO partners to strengthen practices and capacities of strategic planning, programme implementation, monitoring and documentation of results and learning. One of the key tools that AcT uses for this purpose is Outcome Mapping. Outcome mapping is appropriate for complex development processes like changes in governance and accountability practices that involve behavioural changes of multiple actors. It is this feature that has attracted many organisations within and outside AcT partnership to take up the use of OM in recent years.

AcT has adapted its approach to Outcome Mapping from ODI's RAPID Outcome Mapping Approach (ROMA). Since ODI's original introduction of ROMA to the AcT team in September 2009, the tool has been developed further and an AcT Resource Guide on Outcome Mapping produced¹.

The expected benefits to CSO Partners of AcT's outcome mapping approach include:

1. Strategic planning. Tools such as stakeholder and political economy analysis enable organisations to revisit or refine the theories of change upon which their strategic plans are based.
2. Monitoring and learning. The process produces information that can be used for embedding learning into the practices of implementation teams and also for monitoring by funders.
3. Organisational Effectiveness. The information produced during this process can help CSO managers prioritise issues about organisational development and effectiveness, and monitoring them systematically.

Outcome mapping is not the only capacity development support that AcT provides to its partners. Technical support is provided through quarterly meetings, comments on their reports and project documents as well as informal discussions. By establishing a partnership approach as opposed to one in which grantees are largely sub-contracted to deliver results as part of a larger programme designed elsewhere, AcT is able to work with partners to strengthen their own strategic approach and direction. AcT aims at being a learning programme that helps organisations to bring about change in ways that are realistic for them and in line with their organisational mission, vision and mandate.

AcT provides this support to CSO Partners on the premise that it will add value to their work and help their chances of achieving change. This also helps to link AcT's logframe outputs and indicators to those of CSO partners and assists the programme to ensure CSO Partners have (a) realistic and achievable change outcomes based on well thought out theories of change which they (b) make steady progress toward and (c) this progress is able to be measured.

2. Purpose

This proposed assessment is a follow-up to two previous assessments by the Overseas Development Institute (ODI) that were conducted in March 2011 and April 2012. The previous studies looked at a total of six partner Civil Society Organisations (two of which were involved in both studies), and their experience of adopting and using the outcome mapping approach in implementation of their activities and achievement of their objectives.

These previous assessments were mainly for learning purposes to inform and strengthen AcT's approach to working with partners on OM, and to support cross learning between partners on their experiences of it. This final study is also undertaken for learning purposes to assess whether, and to what extent, outcome mapping has added value in terms of strengthening strategy development, planning and M & E of the CSO partners and lessons that can be drawn from that experience.

In terms of audience:

¹ <http://www.accountability.or.tz/wp-content/uploads/2011/02/ACT-Resource-Guide1.pdf>

- The primary audience for this assessment is the AcT programme and its partner CSOs to learn about what works and how to make OM more useful as tool to support the learning and the achievement of results agenda.
- The study is also envisaged as an input to the main formal evaluation of the AcT Programme
- Others likely to be interested in the findings include DFID and other donors interested in how to support CSOs to work effectively in complex environments

3. Scope and Objectives

The objective of the assessment is to examine the usefulness of the outcome mapping approach to CSOs planning, implementation of activities, monitoring and effectiveness with regards to achieving results in policy, power and practice.

It is important to note that this study is not an evaluation of the individual partner organisations, rather, it is seeking to learn from the CSOs use of OM approach and to share that learning among interested stakeholders. Neither is it an evaluation of how partner results documentation contributes to overall AcT Programme, nor is it an evaluation of the effectiveness of AcT's support to partners.

The following have been identified as **risks and challenges**:

- Understanding the pressures of partner organisations balancing the needs and demands of different donors, and hence the scope available for working on OM
- Arriving at general conclusions out of a relatively small partner portfolio which means that each case is unique
- Separating out what is specific to the work of partners focussed on climate change and environment, from what is a feature of those partners being the newest in the portfolio
- Limited time frame

Specific objectives

1. To document and assess selected partners' experience in using Outcome Mapping and the effect this has had on strategic planning practices, internal monitoring and learning, implementation and reporting
2. To demonstrate whether/how OM has assisted partner in clearly defining and achieving results,
3. To determine if Outcome Mapping has facilitated partner to reflect on the choice of boundary partners for more effective engagement and achievement of results
4. Identify any on-going / missed opportunities in the use of OM that are common to several partner organisations
5. Document common challenges faced and solutions adapted/adopted by partners in working with OM
6. Make recommendations to funded programmes, such as a successor to AcT, about what are the strengths that could be built on going forward and what could be done differently and better.

4. Proposed Approach

The evaluation will largely take place partly as a desk study and partly in Tanzania, based in Dar es Salaam. A field visit out of Dar is expected, as there are several partners using OM based outside Dar es Salaam.

The site for the field visit will be agreed depending on a sample of partners selected for in depth review. AcT has a 23 active partners out of which 20 are using OM and ten (10) of these have been using OM for more than two years.

Upon review of the previous reports, other relevant documents², the consultant, in consultation with AcT, will propose any refinement to the ToRs and the overarching assessment question and agree on a sample of the organisations to include in the assessment. The sample will be drawn purposively from a spread of organisations including those that have been working with OM for some years, and those (mainly in climate change) that have only recently adopted it, those that can be regarded as 'strong performers' and those that have struggled with adopting OM.

The assessment will be organised along the following tasks/activities

- Review of relevant documentation from AcT and the selected CSOs
- A brief inception report to document the evaluation questions, how the specific objectives will be met and the proposed work plan
- Agree on a case study methodology with AcT including confirming a sample of partners from across all partners using OM. (This will be a very critical stage given that the assessment is mainly qualitative hence the approach needs to be robust enough to give relevant and accurate findings).
- Field work – meeting with AcT partner organisations and seeing some of their programme sites
- Analysis and report writing

The consultant will be reporting to the AcT Programme Director: katedyer@kpmg.com

5. Outputs

This assessment is expected to take place over a four week period. The outputs will be as follows;

- An inception report to be produced one week after signing the agreement
- Wrap up session with AcT to discuss emerging findings
- Draft report within a week of completing the field work
- Final report, of approximately 30 pages plus annexes, incorporating consolidated comments from AcT and CSOs partners.

Precise dates will be agreed as part of the contract finalization – but the exercise needs to be completed by the end of September.

6. Relevant Documents

² This includes other independent documentation such as SNV's recent assessment of experiences and value of using OM. SNV specifically wanted to determine whether OM adds value to the work of SNV in terms of: providing the opportunity to obtain, next to quantitative data, as well the qualitative data that can help understand the processes; gaining better insight into how the development of outcomes in projects and programmes takes place, and steering decisions on interventions.

- 'Introducing the AcT Programme' – an updated programme document from June 2014
- 'Documentation of AcT Results' – a research report currently in process to summarise the scope and scale of results across the AcT Programme to date.
- Supporting demand-side accountability in Tanzania: Is AcT helping CSO Partners to become more effective in achieving change? By Simon Hearn and Harry Jones, ODI, March 2011
- Strengthening civil society in Tanzania: Is Outcome Mapping helping the AcT programme and its partners influence change? By Simon Hearn, ODI and Kisuma Mapunda, Oxfam Tanzania, June 2012
- Internal partner documentation and reflections on using OM. These include:
 - Mainstreaming Outcome Mapping in SNV Tanzania. From expect to see to Love to see. By EmJee 2014
 - Oxfam, Chakua Hatua Impact Assessment
- Unblocking Results studies: <http://www.accountability.or.tz/act-odi-collaborative-study/>
- AcT Outcome Mapping resources accessible at <http://www.accountability.or.tz/outcome-mapping-approach/>
- Partner Progress Markers and periodic narrative and Outcome Mapping reports

7. Skills required

We envisage a team of two experts with the following skills and experience:

- Experience with outcome mapping and qualitative indicators
- International experience of evaluating governance programmes – preferably programmes of support to several NGOs as opposed to governance programmes within a single NGO
- Familiarity with the Tanzanian governance context
- Experience with assessing CSO programmes – again, preferably programmes of support to several NGOs as opposed to governance programmes within a single NGO
- Excellent report writing skills

There is a preference for gender balanced team with knowledge of KiSwahili

8. Tendering

In tendering for this work, consultants are invited to propose overarching evaluation question/s related to the DAC criteria – showing which they see as most relevant to this assignment and to demonstrate how cross cutting issues will be addressed.

Tenders will be assessed on the basis of 80% Narrative proposal and 20% economic proposal.

AcT will meet flight and transport costs related to field work outside of Dar. AcT will make the agreed appointments with partner organisations.

Appendix B: Act Partners



Appendix C: Survey Questions

Online Survey for Assessing the Value of Outcome Mapping in

Introduction and Purpose of the Evaluation

Dear Respondents,

AcT, in collaboration with IBA Development, is conducting an online survey to assess the value of Outcome Mapping in Strengthening AcT Partners' Strategy Development, Planning and Monitoring, Learning and Evaluation.

We would very much appreciate your time completing this online survey and value your perspective as an AcT Partner on this subject matter. There are only 8 main questions and we don't expect the survey to take more than 12 minutes of your time. If a certain question is irrelevant for you, please just fill with "N/A".

This assessment is a follow-up to two previous assessments by the Overseas Development Institute (ODI) that were conducted in March 2011 and April 2012. The previous studies looked at a total of six partner Civil Society Organisations (two of which were involved in both studies), and their experience adopting and using the outcome mapping approach in implementation of their activities and achievement of their objectives.

These previous assessments were mainly for learning purposes to inform and strengthen AcT's approach to working with partners on OM, and to support cross learning among partners on their experiences using OM.

This final study, of which this survey is an important part, is also being undertaken for learning purposes to assess whether, and to what extent, outcome mapping has added value in terms of strengthening strategy development, planning and M & E of CSO partners and to draw together lessons that can be drawn from the experience.

In terms of audience:

- The primary audience for this assessment is the AcT programme and its partner CSOs to learn about what works and how to make OM more useful as tool to support the learning and achievement of the results agenda.
- The study is also envisaged as an input to the main formal evaluation of the AcT Programme.
- Others likely to be interested in the findings include DFID and other donors interested in how to support CSOs to work effectively in complex environments.

Thank you for your participation.

Online Survey for Assessing the Value of Outcome Mapping in

About You

*Please note that all will be kept confidential unless you're directly asked and you consent to revealing your identity.

***Full Name:**

***Position / Title:**

***Organization:**

***Email Address:**

***Project # / Title / Funding Type (please explain):**

***Could you please briefly describe your involvement with the Program / Project:**

Online Survey for Assessing the Value of Outcome Mapping in

Survey Questions

***1. As an AcT partner, please rate the overall experience of your organization with Outcome Mapping using the following 5-point scale:**

Fully Satisfied	Mostly Satisfied	Somewhat Satisfied	Not Satisfied	Not Applicable
<input type="radio"/>				

Could you please describe your overall experience using Outcome Mapping in the specific areas using the text boxes provided.
For example, please write a few sentences on how it has affected:

***1.a. Your organization's strategic planning practices?**

***1.b. Your organization's internal monitoring and learning?**

***1.c. The implementation and reporting of your project?**

***1.d. Other, please explain?**

***2. To what extent has OM been useful for:**

	Strongly agree	Mostly agree	Somewhat agree	Disagree	Not Applicable
a. Dealing with multiple actors and relationships	<input type="radio"/>				
b. Helped your organization to capture progress towards development results	<input type="radio"/>				
c. Helped with accountability needs?	<input type="radio"/>				

d. Other. Please explain?

Online Survey for Assessing the Value of Outcome Mapping in

*3. OM helped with your choice of boundary partners:

Strongly agree Mostly agree Somewhat agree Disagree Not Applicable

Please explain?

*4. Could you please identify any on-going / missed opportunities in the use of OM by your organisation?

5. Could you please name some challenges faced and solutions adapted/adopted by your organizations using OM?

*5.a. Challenges

*5.b. Solutions Adapted/Adopted

*6. In your view, what was done well and what could have been done differently and/or better in Act? Please explain?

*7. If you were making recommendations to fund a successor to AcT what would they be? Please explain why?

8. If you do not use OM:

Appendix D: Survey Results

This section contains the results of the survey which included 22 respondents from 18 organizations. What follows is a summary by question which covers the main areas of focus in the Terms of Reference.

Figure 4 asked for the overall experience with OM and elicited 3 fully satisfied or 14% and 14 mostly satisfied or 63% for a total of 77% fully or mostly satisfied. While no organizations responded that they were not satisfied, five organizations were somewhat satisfied which included primarily those which had other systems and started using OM most recently.

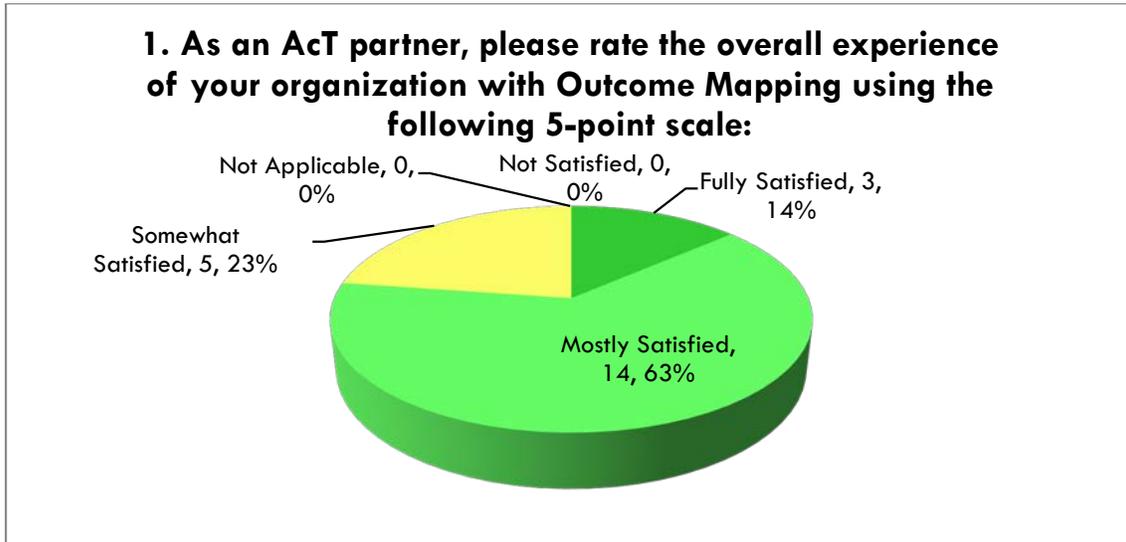


FIGURE 1: OVERALL EXPERIENCE WITH OUTCOME MAPPING

Figure 5 below describes the extent to which OM has been useful for partners dealing with multiple actors and relationships. It shows almost an equal breakdown between highly satisfied (9 or 41%) and mostly satisfied (10 or 45%) with only 1 somewhat agree.

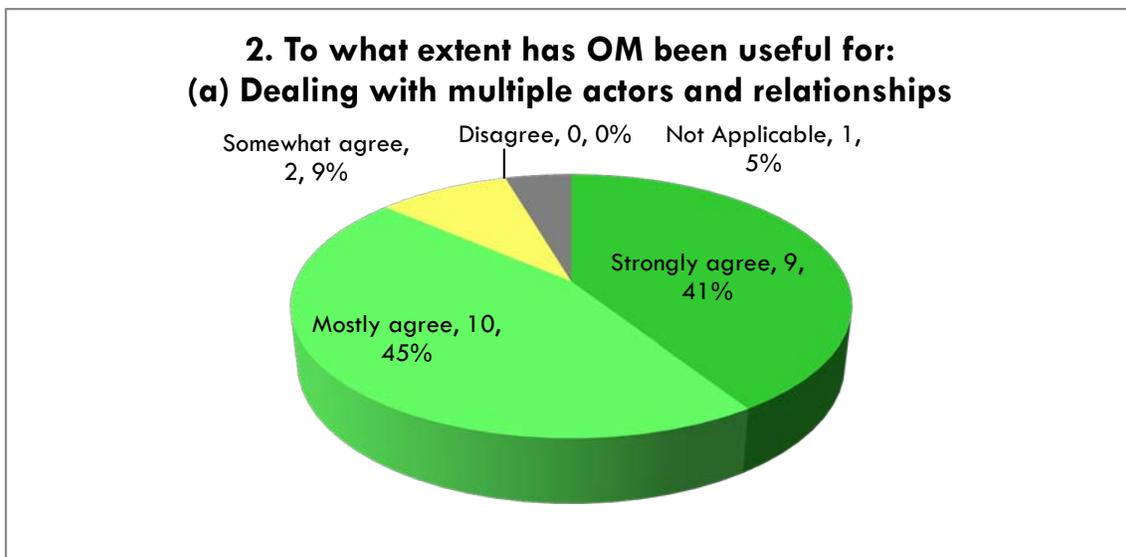


FIGURE 2: OM USE WITH MULTIPLE ACTORS AND RELATIONSHIPS

As noted in figure 6, most respondents (13 or 59%) strongly agree with this while 8 or 36% mostly agree and only 1 or 5% somewhat agree. This was one of the highest responses to the questions with 95% of respondents indicating somewhat or strongly agree.

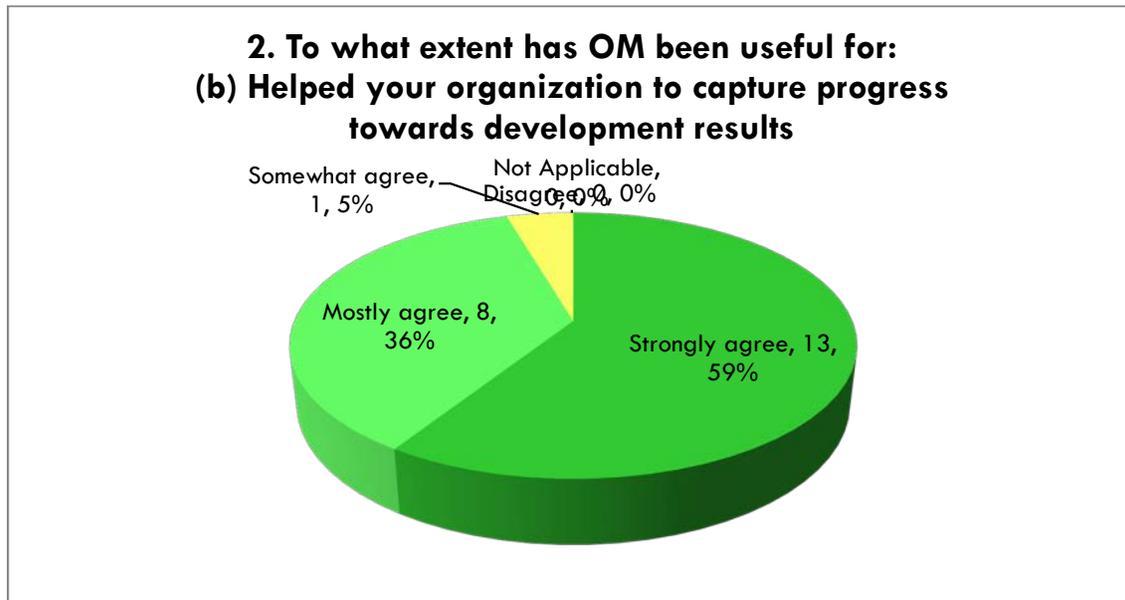


FIGURE 3: OM USEFULNESS FOR CAPTURING PROGRESS TOWARDS RESULTS

In terms of accountability, figure 7 demonstrates that OM was viewed as strongly agree by 10 or 46% of respondents and somewhat agree by 8 or 36%. Somewhat agree was 4 or 18% who understandably were primarily the organizations which used OM the least.

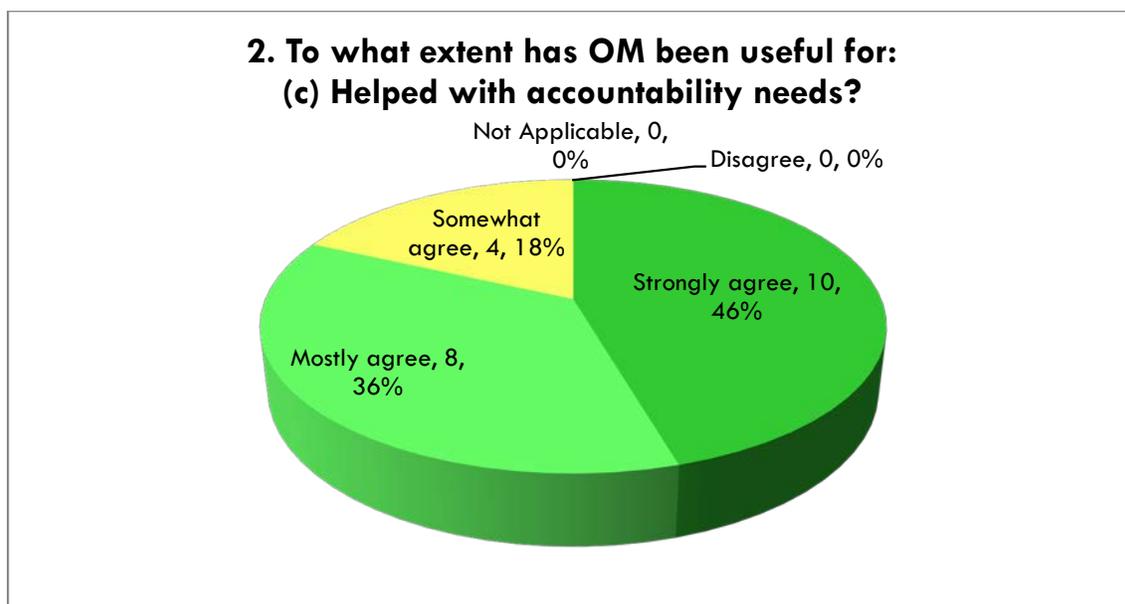


FIGURE 4: OM USE IN HELPING WITH ACCOUNTABILITY NEEDS

As noted in Figure 8, the large majority of partners strongly agree (13 or 59%) that OM helped with selection of boundary partners while 5 or 23% indicated mostly agree. This accounts for 92% of the

respondents. The other 4 responses of somewhat agree and not applicable were partners who use OM very little. Overall for users of OM, this assisting in selection of boundary partners is of strong value.

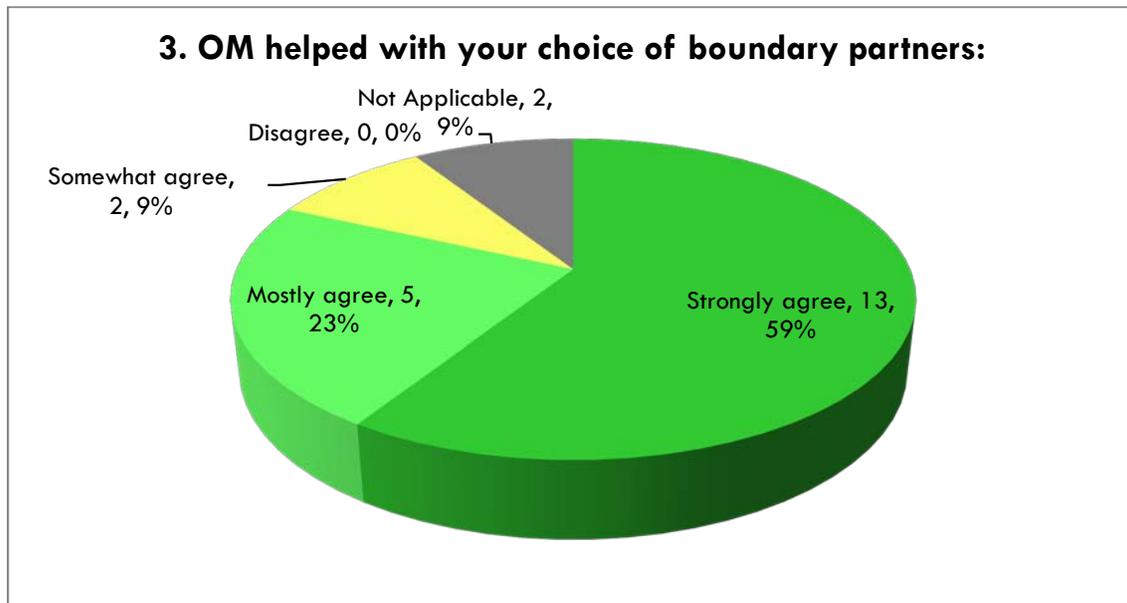


FIGURE 5: OM USE WITH CHOICE OF BOUNDARY PARTNERS

Specific Answers to Survey

This section includes quotes from actual responses to the questions in the survey (with anything removed that would easily identify the organization). The number and percentage of similar responses is noted in brackets. This gives a solid flavor of the partners views.

1a. Your Organization’s Strategic Planning Practices?

- OM is a powerful tool for planning, monitoring, evaluating and implementation of program activities. **(17 or 85%)**
- OM has enabled us to become more focused on results we aim to achieve and understand strategies that produce tangible results which have helped us plan our strategic approaches more effectively. **(16 or 80%)**
- OM has helped us to map out our strategic directions. **(16 or 80%)**
- OM has been useful providing feedback on our strategic planning through learning events with a variety of stakeholders. **(3 or 15%)**
- The OM approach fits well with our strategic planning practices. **(10 or 50%)**
- OM has helped us in planning, implementation, tracking changes and results not only with Act but also with other projects. **(5 or 25%)**

1.b. Your Organization’s Internal Monitoring and Learning?

- OM is now part of our M&E plan for the current strategic plan. **(10 or 50%)**

- Our internal monitoring systems have improved dramatically using OM which captures subtle changes in attitudes and behaviors. **(15 or 75%)**
- Strengthened monitoring and captured higher level results by enabling us to integrate our traditional system & OM into 1 tool. **(11 or 55%)**
- Staff has been very proactive in using OM in their work. **(7 or 35%)**
- It has improved our monitoring to become a learning process in which our partners (beneficiaries) also participate making it easier for effective data collection and reporting. **(5 or 25%)**

1.c. The Implementation and Reporting of Your Project?

- OM led to shift from activity-based to results-based reporting reflecting change in systems, practices and participation. **(15 or 75%)**
- Using outcome journals has helped progressive tracking of results from specific BP's and built internal capacity. **(12 or 60%)**
- OM has not useful when partners are using other pre-designed tools and feel that the important data is already being captured. **(4 or 20%)**
- OM helped us link objectives with end results for a sustainable program showing accountability which makes donor happy too. **(5 or 25%)**
- OM is not sufficient in isolation to report successfully on effectiveness, efficiency and results in logframes but OM builds evidence well to test assumptions and theory of change. **(5 or 25%)**
- OM is very easy to use to link our results with project activities. **(12 or 60%)**

1.d. Other, Please Explain?

- OM has given our staff immense confidence in the work we are doing and improved how we communicate with other stakeholders. **(11 or 55%)**
- OM has helped to focus our attention on the higher level behavioural changes needed to achieve improved governance. **(10 or 50%)**
- OM has helped us think about the sector in a more holistic way. **(9 or 45%)**
- OM has helped to improve accountability, responsibility and integrity among stakeholders/boundary partners since we plan together and lay out the way forward together. **(9 or 45%)**
- OM takes time and can be very confusing to understand initially and yields best results when it is well understood by every member through mainstreaming and becoming a routine process. **(8 or 40%)**

2. To What Extent Has OM Been Useful: Please Explain?

- OM has been invaluable in helping to better understand the complexities of change, to better communicate our organisation's Theory of Change and to focus on key relationships that can bring about social transformation. **(10 or 50%)**
- By developing and agreeing on BP progress markers a more nuanced impact is possible than with the traditional LF. **(12 or 60%)**
- OM creates the sense of program ownership at the community level which contributes to sustainability. **(11 or 55%)**

- OM helps with tracking and linking to emerging unexpected positive trends (behaviour, action, and results) of the specific Boundary Partners. **(8 or 40%)**

3. OM Helped with Your Choice of Boundary Partners. Please explain?

- The OM tool helped us to concentrate on fewer boundary partners who were meaningful to the implementation of our work. **(18 or 90%)**
- Before OM we had more than 40 boundary partners and after OM the number was reduced to only nine (9) boundary partners. **(1 or 5 (example))**
- OM helped us identify 9 boundary partners, and then realized we were working directly with 6 and actually influencing 3 partners. **(1 or 5 (example))**
- OM helped us to map needs on the ground, identify relevant boundary partners with influence, interest and power to act. **(14 or 70%)**
- OM helped us reflect more critically on who are we trying to influence - who are strategic partners, the BPs of BPs etc. **(12 or 60%)**
- With OM, it is easy to define, separate, and work with different stakeholders. **(10 or 50%)**

4. Could you Please Identify Any On-going / Missed Opportunities in the Use of OM by Your Organisation?

- Since we didn't use OM from the beginning of the project, we weren't able to capture the kind of data we would have hoped. **(5 or 25%)**
- It would have been better to have selected fewer projects from the start for OM piloting, rather than trying to introduce OM across all sectors and most projects. **(10 or 50%)**
- We did not have sufficient training on Outcome Mapping. **(10 or 50%)**
- Many donors stick rather rigidly to logical framework approach. It's not easy to convince them to try combining LFs and OM. **(12 or 60%)**
- We have recently started to use OM to monitor and evaluate results in other projects outside of the Act funded programme. **(5 or 25%)**

5. Example Challenges and Solutions Adapted / Adopted using OM

- | | | |
|--|---|--------------------|
| • OM language is very technical and difficult to understand and to observe/document changes. | • Translation, creating space/time for learning and simplifying outcome journals using notebooks that make journaling easier to understand. | (15 or 75%) |
| • Changing mind set takes time. | • Facilitators assist learning. | (14 or 70%) |
| • Turn over in staff & differing management capacities/skills. | • Continuous mentoring and coaching is needed for new staff. | (12 or 60%) |
| • How to record, store and analyze new wealth of data. | • Regular follow up support to local facilitators and officers and creation of a database. | (13 or 65%) |
| • OM is new and needs substantial time | • Capacity building is needed to | (14 or 70%) |

and resources to support partners learning at the outset.

internalize OM and empower users to make it sustainable.

- A systematic link between data collection and analysis is needed
- Interpretation and analysis capacity needs to be built at multiple levels. **(13 or 65%)**

6. In Your View, What Was Done Well and What Could Have Been Done Differently and/or Better in Act? Please Explain? (Very few negative responses were received)

- What went well: Availability of AcT facilitators at the beginning of using the methodology; Regular monitoring and consultation between partners and AcT; Relationship building; and platform that enabled partners to share experiences, practices & challenges. **(17 or 85%)**
- AcT did well supporting partners with proper knowledge through regular learning events but can do better facilitating interactions among partners and maintaining knowledge exchange on OM among new and experienced partners. **(16 or 80%)**
- AcT provided flexibility which allowed organizational growth to turn into impact but it would have been beneficial for AcT staff to visit partner field projects more frequently. **(15 or 75%)**

7. If You Were Making Recommendations to Fund a Successor to AcT What Would They Be? Why?

- AcT should continue – it has engaged & strengthened partner capacities using OM in project and financial management. **(12 or 60%)**
- AcT should continue to use OM and the same flexible approach **(15 or 75%)**
- A successor to Act should retain the same CSOs (while adding others) to ensure that higher level gains are sustained and scaled up to the wider community starting to work with AcT. **(15 or 75%)**
- AcT's key success was providing partners freedom to innovate and space to think outside typical donor-grantee relationships **(12 or 60%)**
- More training /capacity building on OM for partners at the outset. **(16 or 80%)**
- Recommend Act successor be structured similarly to Act - It is really a constructive engagement from a donor. **(16 or 80%)**

8. How Do You Fully Involve Your Stakeholders?

- Most respondents to the questionnaire were using OM **(16 or 80%)**
- By engaging stakeholders in project planning, providing regular feedback on project progress, requesting input to address implementation challenges and facilitating the growth of relationships among stakeholders. **(18 or 90%)**
- By using a very practical and hands-on approach. **(15 or 75%)**
- By partners and stakeholders being well introduced to OM which promoted buy-in and facilitated effective implementation and learning through training and data collection using OM tools. **(14 or 70%)**

Appendix E: Data Gathering Workshop

The **Outcome Mapping Usefulness Barometer** and the questions are included below:

1) Dealing with multiple actors and relationships

To what extent has OM helped programme stakeholders to:

- Clarify their expectations
- Clarify their responsibilities
- Strengthen trustful relationships
- Engage in dialogue among each other

2) Strengthening learning

To what extent has OM helped programme stakeholders to:

- Learn about the effects of the programme
- Learn about the programme's effects at an early stage within the programme
- Adjust the programme's strategies based on the monitoring data
- Track effects that are difficult to quantify
- Learn about unexpected effects

4) Strengthening adaptive capacity

To what extent has OM helped to:

- Setting more time aside for reflection about the monitoring information
- Learn about the external context
- Contribute to changes in the internal practices of the programme
- Gain clarity about the programme's contribution to the observed effects.

To what extent is OM perceived useful for helping programmes to deal with complex change?

3) Satisfying multiple accountability needs

To what extent has OM helped the programme to satisfy:

- To satisfy accountability needs of the donor
- To satisfy accountability needs of the boundary partners
- To satisfy accountability needs of the final beneficiaries
- To make decisions in a transparent way

4.1 Group 1 – OM Dealing with Multiple Actors and Relationships

Challenge / Issues

OM requires constant communication and dialogue to track attitudes and behavior change which leads to strengthened trusting relationships but involves a big investment of time and other resources – at least initially.

Benefits / Opportunities

- OM promotes transparency which leads to trusting relationships
- OM recognizes that stakeholders influence each other during the decision-making process
- OM provides a platform for shared learning: it enables stakeholders to engage with one another.
- OM is a participatory tool – stakeholders need to be involved in the entire process of:
 1. Design
 2. Planning
 3. Implementation of Programmes
- The OM process helps clarify expectations and responsibilities throughout the project life cycle.

4.2 Group 2 – OM Strengthening Learning

Challenges / Issues

- Difficult to tell if change is about individual change or about changes in relationships? Either way, are these changes sustainable over time?
- Since this is a different approach than many donors currently use, it can be difficult to get support from donors (most CSOs have multiple donors).
- Some participating CSOs sometimes need to pay allowances to grass roots boundary partners to facilitate their data gathering activities
- OM is so involving and although it does enhance accountability it is time consuming especially at the front end.
- Some wonder if some BPs respond to program directions since it is linked to funding
- There is a concern that if the broader community resists changes in BPs (that are often transformative), challenges may result for those who have embraced the change.

Benefits / Opportunities

- OM helps to clarify the “so what” of results – why they are important. It goes beyond tangible results (especially purely quantitative ones to provide us with the reasons why this is important and/or successful, sustainable etc.).
- Outcome Journals (whatever we call them) help to measure the step-by-step progress towards results.
- Individual monitoring through BPs provides detailed results and analysis.
- Reflections are not linear and indeed through learning you can change what doesn't work at any point in the project cycle.
- OM helps to gather a lot of useful information through reflection and use of OM tools – e.g., Outcome Journals.

- OM promotes self-reflection with boundary partners – such as useful story telling sessions about changes they observed in behavior, attitudes & perceptions.

4.3 Group 3 – OM Satisfying Multiple Accountability Needs

Challenges / Issues

- OM can have a great influence on programme/project strategy. However, multiple accountability needs must be built-in at the front of the project.
- Lack of involvement promotes lack of transparency so increased involvement of stakeholders including donors and implementing organizations should increase transparency because of their direct involvement.
- In terms of beneficiaries however, this is more complex and often transparency of decision-making is more difficult to track and is in fact low.

Benefits / Opportunities

- OM can meet participation and accountability needs and is well structured to demonstrate results and provide substantial back up documentary evidence.
- For BPs it is more a 50-50 benefit since there are many other influences on BPs including political or overall governance context.
- It is easier to see the contribution of project / programme when BPs are directly involved in implementation.
- Benefits for beneficiaries are clearest when outcome journals or notebooks are being used to collect observations/insights which are fed into overall results.

4.4 Group 4 – OM Strengthening Adaptive Capacity

Benefits / Opportunities

Since OM has increased time for reflection it helps to provide a supportive environment for learning.

An important feature of learning through OM reflection is that it helps to:

1. Identify gaps
2. Identify strategies to address gaps
3. Helps develop new activities that will facilitate strategic objectives.

With respect to boundary partners and learning, it helps us understand:

- Power relationships between direct and indirect BPs
- Good examples are pilot projects undertaken by Oxfam GB, Haki-Elimu and HakiARDHI

With respect to CSOs themselves, OM has helped us:

- To reflect and introduce more rigorous feedback systems from participating CSOs to those they hope to influence

To access contributions from the wide variety of actors with which we engage.