

USING OUTCOME MAPPING IN GOVERNANCE PROGRAMMES

MWANANCHI GOVERNANCE AND TRANSPARENCY PROGRAMME

OM LAB

7 Feb 2012

Beirut

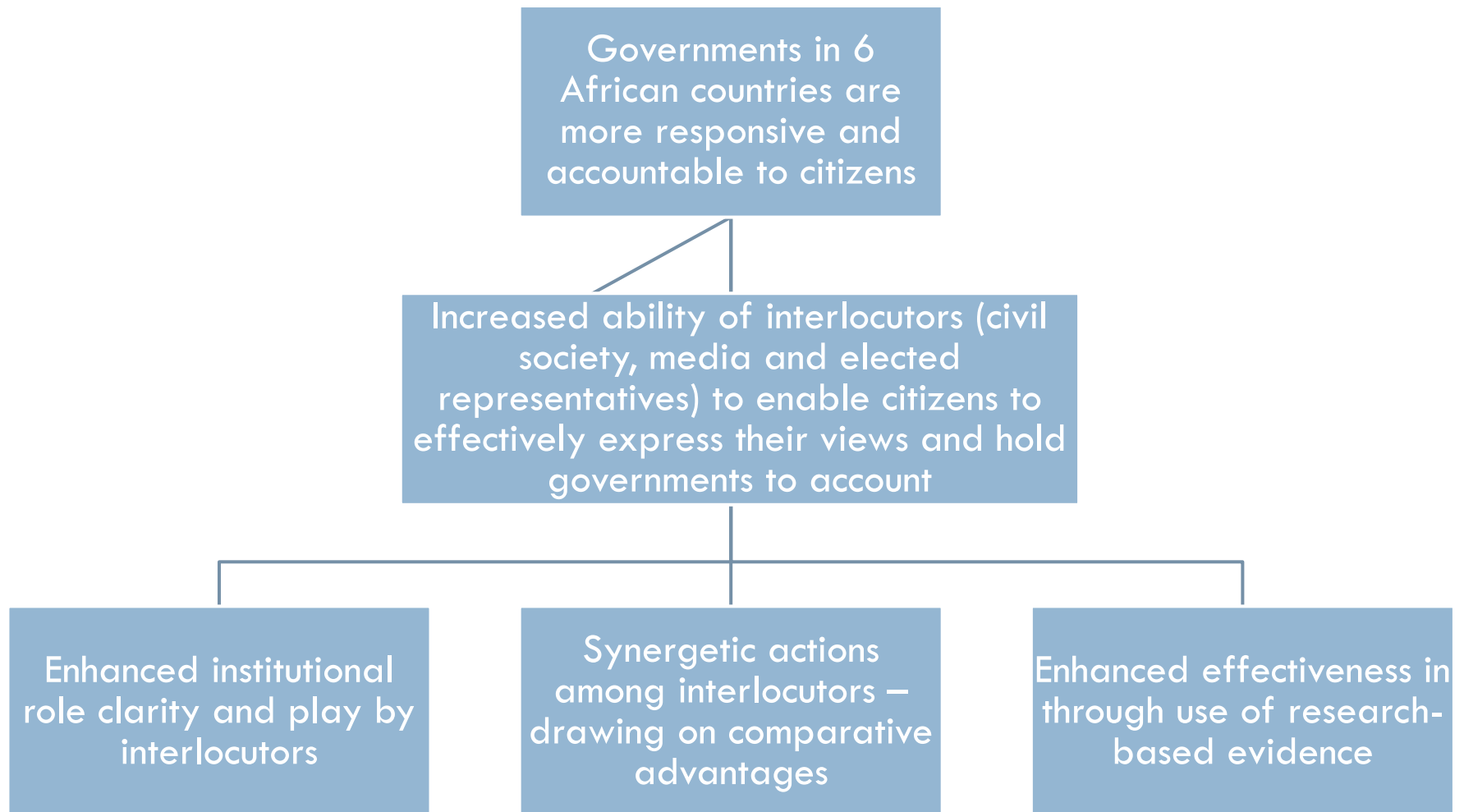
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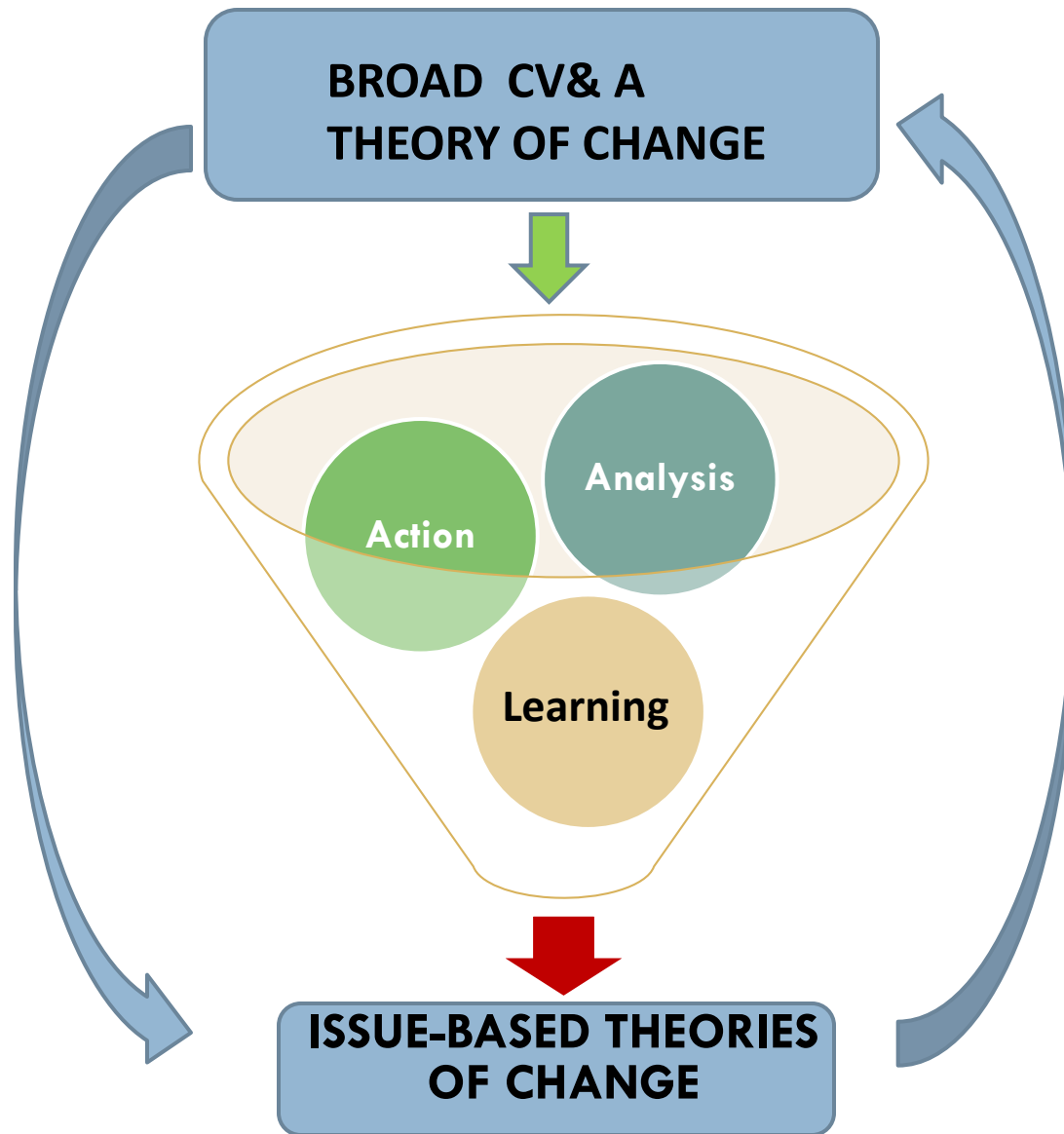
About Mwananchi GTF

- GTF- created to “do much more at the grassroots end of political governance” (DFID White Paper, 2006) on ‘*Making governance work for Poor people*’.
- DFID provided up to 5 years of one-off grants to 38 organisations all over the world, including Overseas Development Institute
- Six African countries (Ethiopia, Uganda, Ghana, Sierra Leone, Malawi and Zambia)
- Branded as ‘*Mwananchi*’ which is a kiswahili word for ‘ordinary citizen’ but countries have local names as well – e.g. Let we Tok in Sierra Leone

Outcomes Framework (an abstract view)

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Project themes

- Citizen advocacy for developing local policies, and governance and accountability systems
- Problems addressed often about marginalisation relating to policy processes
- Developing processes of change where there is lack of awareness, stasis and inaction – activating latent assets
- Development of partnerships and networks - building linkages; often working into new discursive spaces through partners
- Citizen empowerment – creating citizen channels for change
- Some developmental interventions complicated by conflict over resources

Vision and mission



- Project inherited existing logframe approach
- Challenges of adopting OM language
- Unfinished business...Evolving mission as partnership engagement, focus and potential unfolds

Boundary partners – problems & prospects

- Implicit assumptions about who has influence, and what brings about change. But what are system realities? Lacking 'position' analysis. (state of system: accumulation and conservation, release, reorganisation, competition)
- BPs as agents of influence versus stakeholders. **Key** partners?
- Speed dating – everyone in – try them all – and see who comes to the fore
- The old couple – system rigidities – complementary and bound in partnership but not embodying prospects for change
- Partners or patronage? – power dynamics in partnerships
- Funny, I didn't know we had a thing going – dynamics of finding yourself in someone else's intentional design.... and here's your challenge!
- What's in it for us? Assumptions abound.
- Dynamics of retrofitting – we have been partners all along, but just not getting on all that well.
- Recognising BPs, not inventing them.

Outcome challenges

- ‘We don’t know and can’t know how they will respond until we start; but they must be involved’
- Theories of change often not explicit
- ‘How’ of the logic of change often not apparent
- Needs the process to know the content

Progress markers

- Logframes quite often populated by some ‘impossible to populate’ indicators with little programme logic connection to distributed agency required for change
- Contrast with progress markers – PMs distribute effective agency
- Often assuming opportunities of BP’s to be effective
- Often not knowing or understanding who or what sub-agency will be the actual partner (e.g. Ghana Navy; industrial trawlers)

Where were matrices most coherent and convincing?

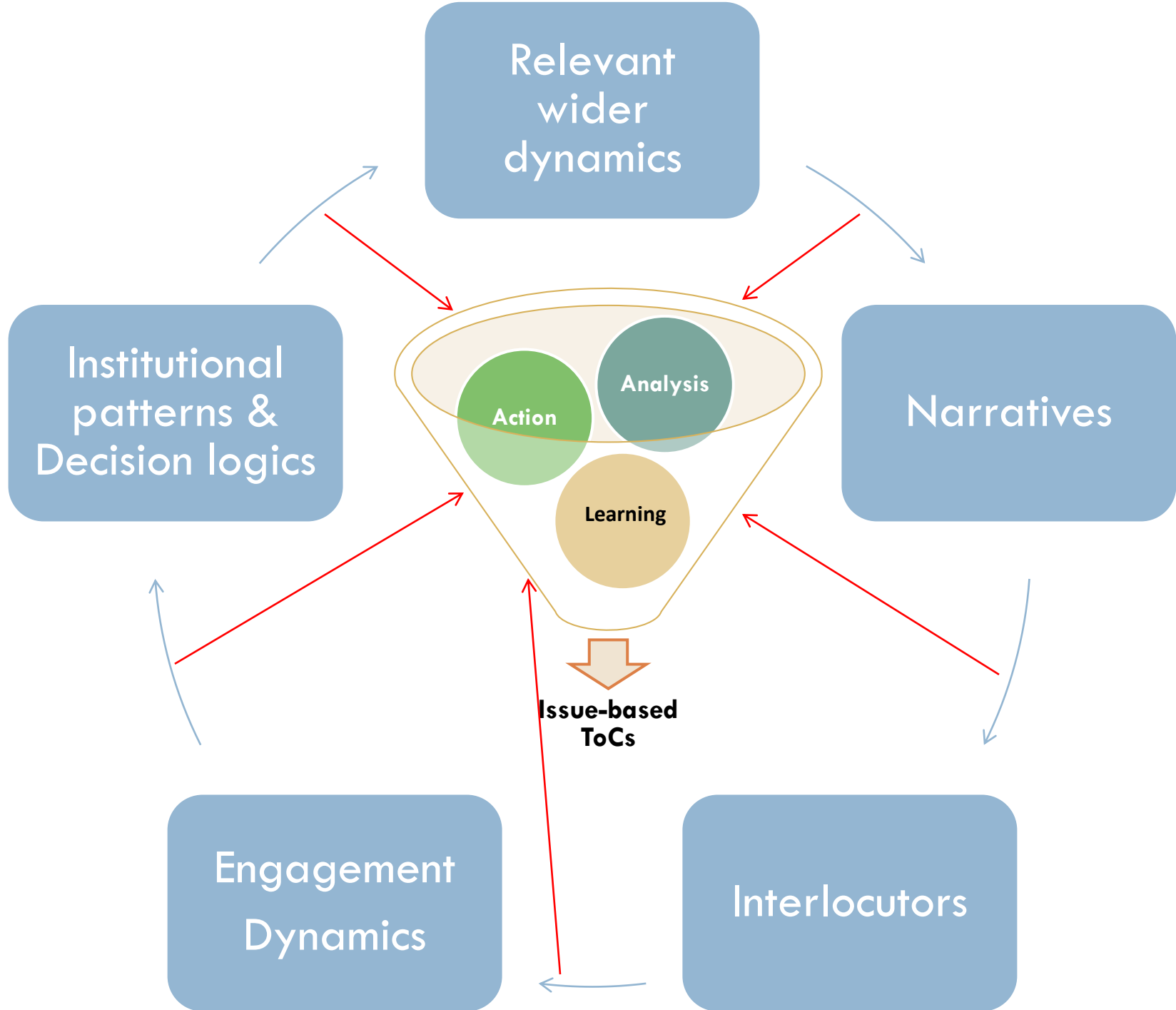
- In geographically located projects; where there are clear joint interests and opportunities to activate latent agency and capital stocks
- In building networks where there are none and raising awareness about neglected human rights issues – e.g. rights and needs of disabled people or mentally ill
- Where there are strong linked interests but linking capital is poorly evolved; and conflicts not yet entrenched
- Where PMs refer to new behaviours
- Where there are needed partners that are not drawn in or don't see themselves as contributing; historically they stay out of the issue

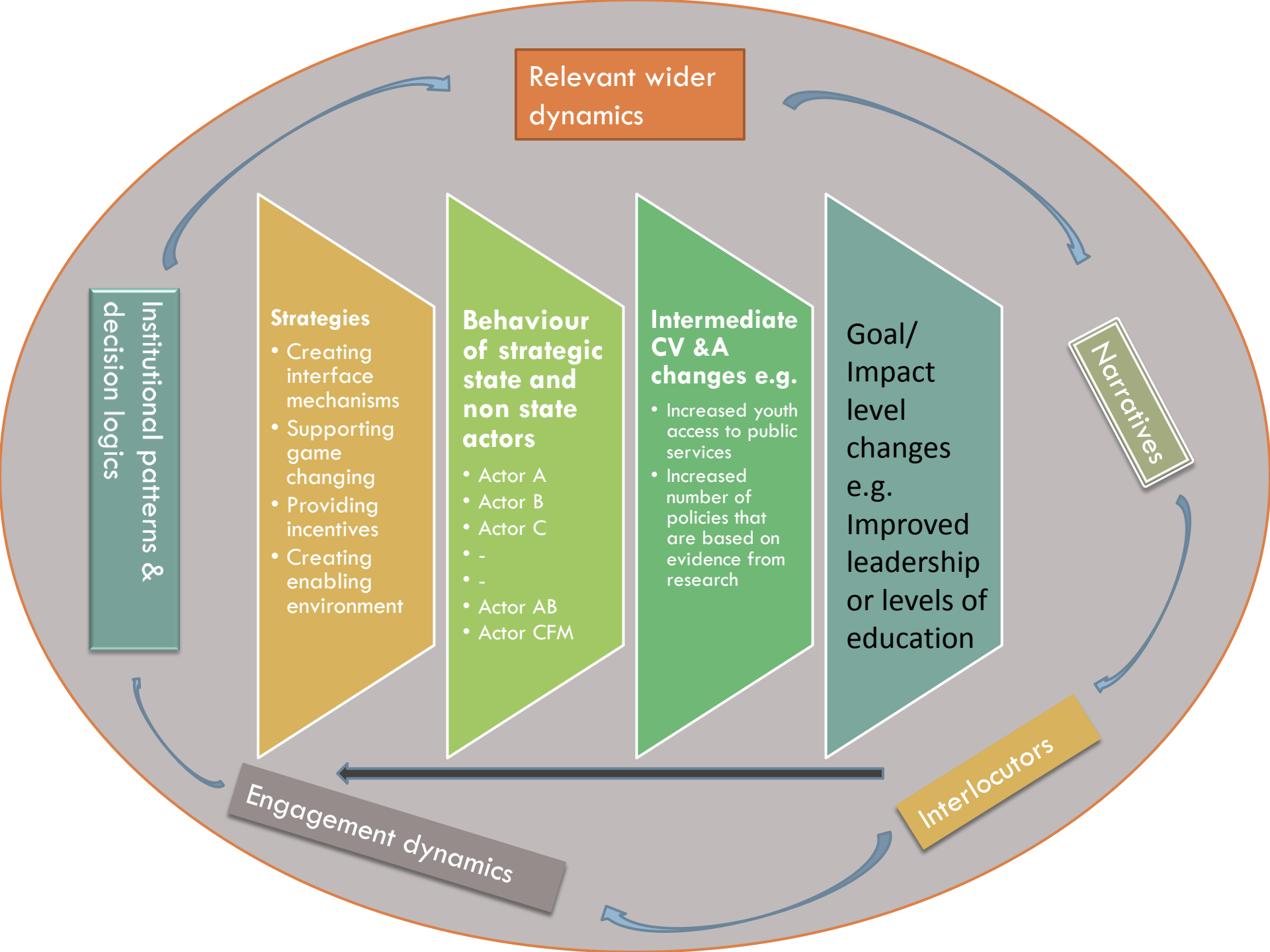
Songor Lagoon

- Vision is elimination of conflict and creation of sustainable use of a finite and vulnerable resource through changing approach to trusteeship of lagoon
- Emerging conflict over community rights to use the lagoon; no apparent ways of resolving long standing disputes between the trustees of the lagoon and local users of the lagoon; no regulation of this relationship
- Outcome challenges centre on what they would like to see in terms of a system for avoiding disputes and regularising dispute resolution
- Mobilising boundary partners: traditional council; chiefs; members of parliament for the area; new settlers not following the principles for sustaining resources.
- Progress markers about setting up a dialogue and creating multi-stakeholder benefit

Measuring programme-level achievements

- Challenges of aligning two sets of outcome expectations
 - ▣ Develop a typology of PMs across all projects
 - ▣ Bearing in mind objectives of programme as a whole
- ? Five-point scale of degree of achievement (interest to institutionalisation) ... with brief narrative
- 'self-rating' to test scale
- Introduce a generic, programme aligned journalling approach





Relevant wider dynamics

Institutional patterns & decision logics

Strategies

- Creating interface mechanisms
- Supporting game changing
- Providing incentives
- Creating enabling environment

Behaviour of strategic state and non state actors

- Actor A
- Actor B
- Actor C
- -
- -
- Actor AB
- Actor CFM

Intermediate CV & A changes e.g.

- Increased youth access to public services
- Increased number of policies that are based on evidence from research

Goal/ Impact level changes e.g. Improved leadership or levels of education

Narratives

Engagement dynamics

Interlocutors