

Lessons from Experience: Outcome Mapping in Conflict-Affected Contexts

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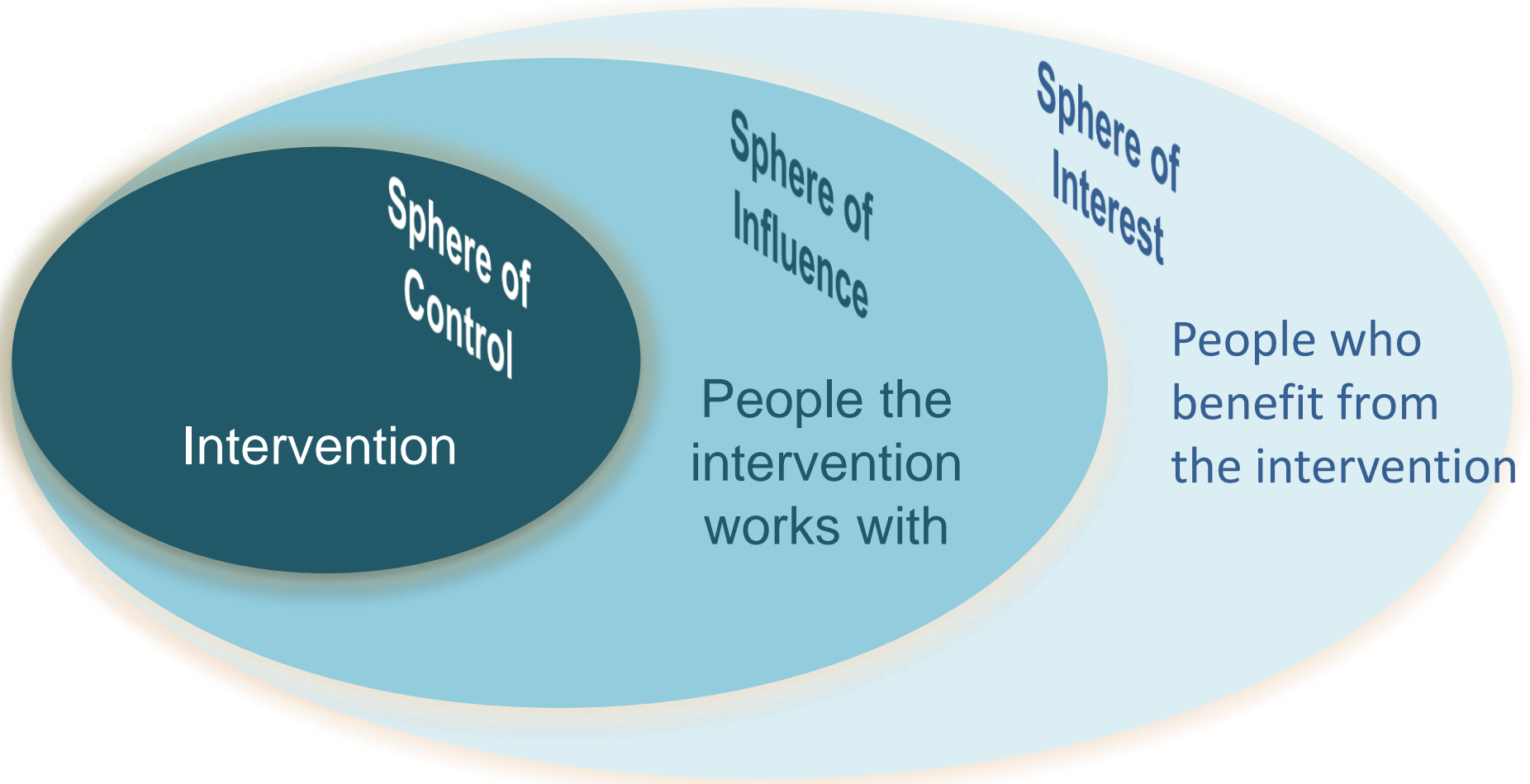
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Overview

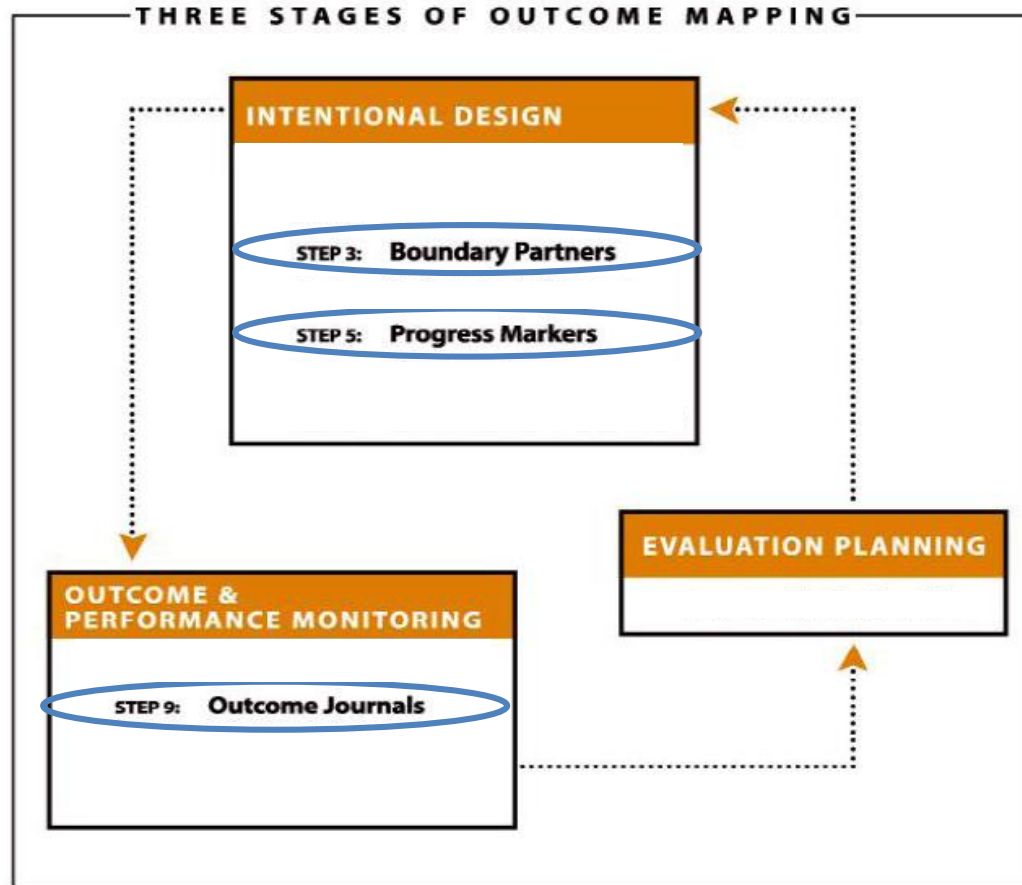
1. Conflict Dynamics' approach to Outcome Mapping
2. Examples from South Sudan, Sudan, and Somalia
3. Lessons learned for using Outcome Mapping techniques for peacebuilding and governance work in conflict-affected contexts

1. Conflict Dynamics' approach to Outcome Mapping

Outcome Mapping review



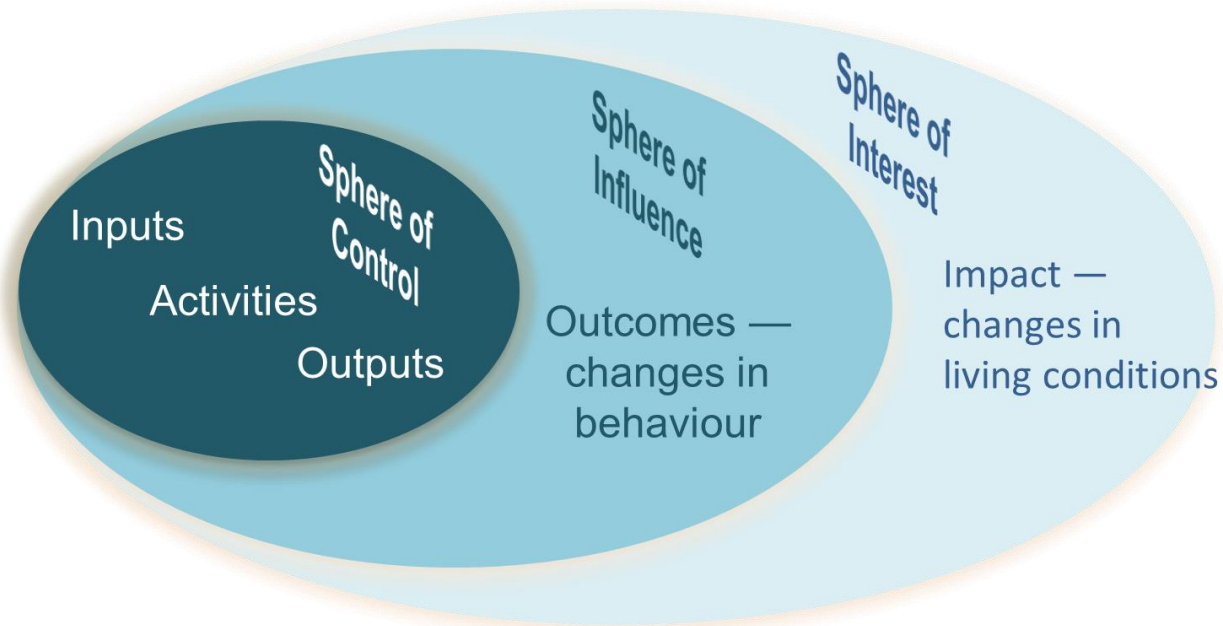
How Conflict Dynamics uses Outcome Mapping



The terminology

BOUNDARY PARTNERS = Constituencies with whom the program interacts directly to effect change

OUTCOMES = Changes in the behavior, relationships, activities, and/or actions of a boundary partner



The terminology

PROGRESS MARKERS = Changes we hope to observe in boundary partners' behavior/attitude/knowledge

EXPECT

- Minimally successful
- E.g. They read our options papers

LIKE

- Quite successful
- E.g. They use the concepts and approaches

LOVE

- Exceeds expectations
- E.g. They write and pass a law that accommodates diverse interests

The terminology

OUTCOME JOURNAL = Record of observations

- Baseline
- Observations at regular intervals (3-6 mo.)
- Observations through interviews or group assessment

The terminology

Checklist (D): State Government

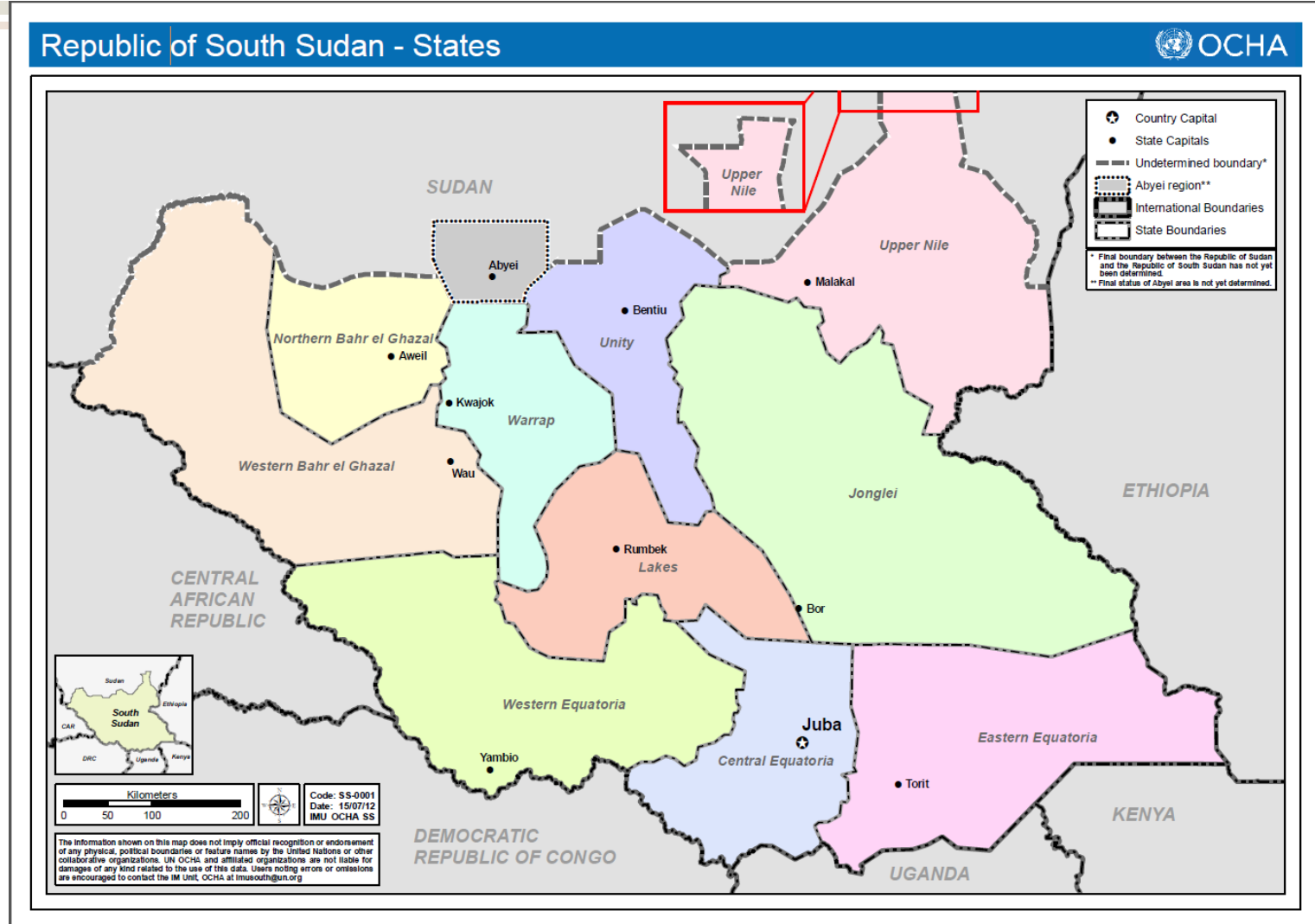
Progress Marker	Baseline (November 2013)		Mid-project (January 2014)		Project end (April 2014)	
	Progress (0, 1, 2)	Observation	Progress (0, 1, 2)	Observation	Progress (0, 1, 2)	Observation
<i>Expect to see:</i>						
<i>State Ministers attend one or more workshops or dialogue events</i>	1	In June 2012, state ministers of gender and cabinet affairs attended a consultation workshop in early stages of project design. No further workshops held at baseline date. EVIDENCE: Attendance records from "Consultation Workshop: Building the House of Governance in Jonglei State" (June 2012).				
<i>State Ministers make themselves available for bilateral consultations</i>	1	During project design and planning stage, in June 2012, October 2012 and October 2013, the former governor, former deputy governor and several state ministers met with Conflict Dynamics project team to discuss political accommodation. EVIDENCE: Meeting records.				

How Conflict Dynamics uses Outcome Mapping

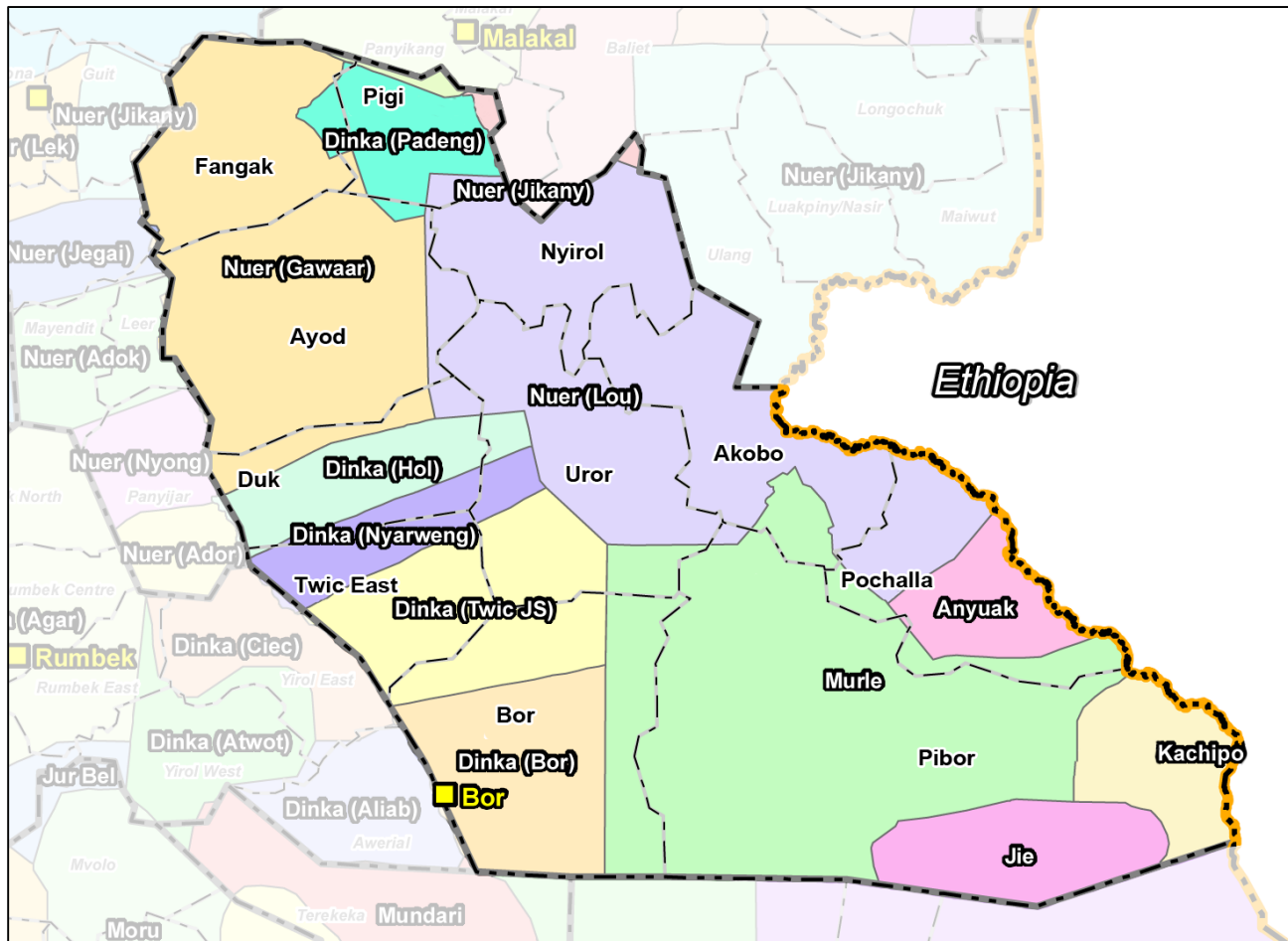
- Integrated with Logical Framework
- Some progress markers double as indicators
- Monitoring tool
- Feed into evaluation

2. Examples from South Sudan, Sudan, and Somalia

South Sudan



Jonglei State – Counties and ethnic groups



Ethnic boundaries on this map are not an exact representation of the situation in the state.

Source: UN OCHA, "Distribution of Ethnic Groups in Southern Sudan," 24 December 2009. <http://www.refworld.org/pdfid/4bea5d622.pdf>.

Building the “House of Governance” in Jonglei

***Aim:** Support South Sudanese in Jonglei state to inject fresh policy ideas, representative of people’s diverse interests, into governance and political dialogue processes*

Building the “House of Governance” in Jonglei

- Jointly with John Garang Memorial University (JGMU)
- October 2013 – April 2014
- Engaged county and state leaders
 - Including traditional leaders and civil society
- Training for JGMU and local research team
- Workshops and consultations at state level
- Dialogues for each county

Adaptions due to crisis

- December 2013: Civil war started
- Focus on safety of partners and project team
- Modify project design
- Change monitoring plan
 - How sampling conducted
 - When data gathered

Progress markers: Research team

Expect to see

- 1.1 Understands political accommodation (PA) concepts
- 1.2 Can describe how and why PA links to peacebuilding

Like to see

- 2.1 Demonstrates competence in application of at least three steps of methodology
- 2.2 Members use the language of PA independent of the project

Love to see

- 3.1 Applies at least one step of the methodology independently, without project facilitator or CDI guidance (individually, or as a team)
- 3.2 Members produce own analysis, research or policy papers on PA, or using one or more steps of the methodology

Progress markers: JGMU Faculty

Expect to see

- 1.1 Understands political accommodation (PA) concepts
- 1.2 Understands how and why PA links to peacebuilding

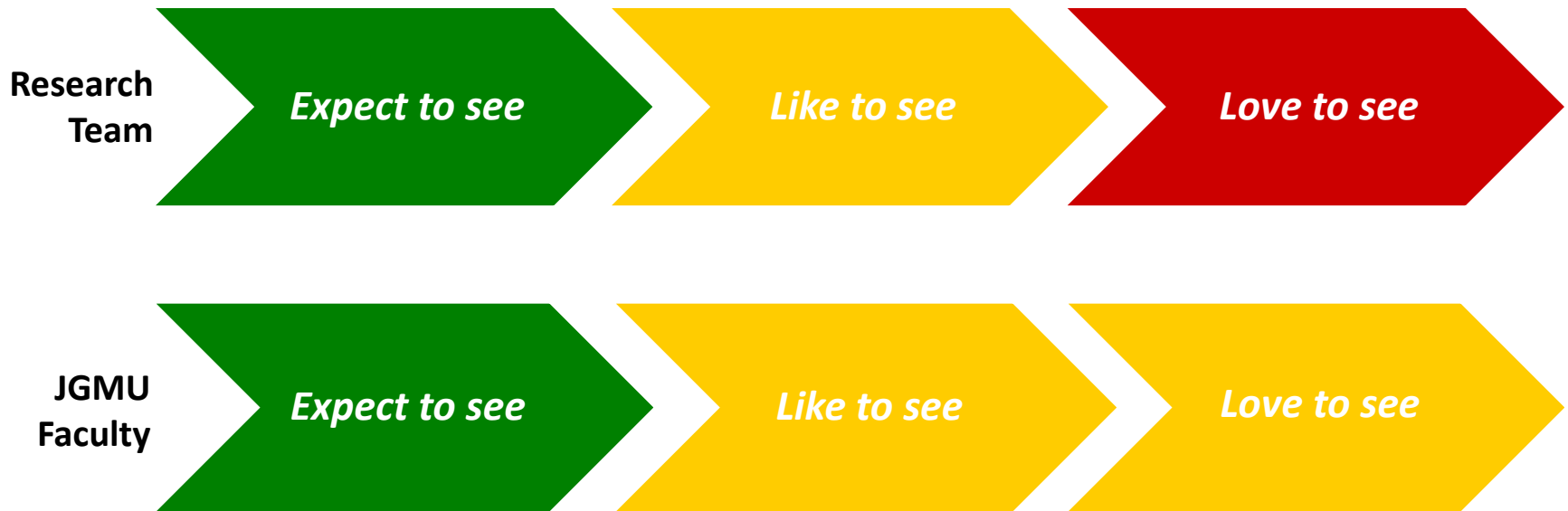
Like to see

- 2.1 Uses language of PA in teaching, a speech, or piece of writing
- 2.2 Shares some of the tools of PA with students

Love to see

- 3.1 Produces research papers that use language of PA, or one or more steps of the methodology
- 3.2 Incorporates PA concepts and/or methodology as part of their regular teaching curriculum

Achievement by progress marker level



Green = full achievement; **amber** = partial achievement; **red** = not observed

Capturing unexpected changes

- Advocacy for affirmative action at JGMU
- Use of PA approach beyond the Boundary Partner
- Faculty engagement with public officials
- Use of concepts in seed distribution

Political Accommodation in the Republic of Sudan

Aim: By 2017, combinations of target constituencies reach sufficient consensus on POLITICAL DIALOGUE PROCESSES that can accommodate their interests.

... and a critical mass of target constituencies can, having built internal consensus, effectively engage in dialogue on GOVERNANCE ARRANGEMENTS through these processes.

Political Accommodation in the Republic of Sudan

- January 2015 – December 2017
- National level in Sudan
- Engaged ruling party leaders, opposition political parties, armed movements, civil society, women's and youth groups
- Focused on developing options for and reaching consensus on governance arrangements and political dialogue processes, and on increasing political will to allow and/or participate in political dialogue

Sudan: Boundary partners

- Government of Sudan/NCP
- SPLM-N and alliances
- Civil Society Initiative
- Women's Task Force
- Teeba Press/Journalists

Political Accommodation in Somalia and Somaliland

***Aim:** By December 2017, political actors have begun to implement agreed governance arrangements that enhance political accommodation within Somalia, and between Somalia and Somaliland.*

Political Accommodation in Somalia and Somaliland

- June 2015 – December 2017
- Federal and state level in Somalia and Somaliland
- Engaged federal ministers, cabinet members, legislators, and state governments
- Focused on supporting inclusive legislation and policies, building relationships between the federal and state governments around division of powers, and encouraging substantive agreements between Somalia and Somaliland

Somalia: Boundary partners

- Office of the Prime Minister
- Office of the President
- Office of the Speaker
- Ministry of Interior and Federal Affairs
- Ministry of Constitutional Affairs
- Interim Jubaland Administration
- Galmudug State
- Interim South West State

3. Lessons learned for using Outcome Mapping for peacebuilding/governance in conflict contexts

Comparing OM across programs: Lessons learned

- Most success with specific, focused project (8 mo.) instead of longer-term (3-5 yrs.) programs with broader scope
- Choose boundary partners wisely:
 - Need fairly unified group
 - Sustained interaction > periodic
- If boundary partners are disparate, hard to use same set of progress markers
- Collection method matters: Most useful when it provides an opportunity to have an in-depth, directed conversation
- Access for in-depth interviews can be a challenge
- “Expect/like/love” language can be confusing

Advantages of Outcome Mapping

- ✓ Tracks how people's behavior changes over the course of a process
- ✓ Flexible, drawing together different data collection techniques, working with whatever is feasible in the circumstances
- ✓ Can capture unintended changes
- ✓ Structures team discussions at strategic moments
- ✓ Opportunity for structured feedback from beneficiaries
- ✓ Can answer some questions an evaluation would

Disadvantages of Outcome Mapping

- X Not enough on its own
- X Effect beyond boundary partners unclear
- X Difficult to compare observations across large numbers of boundary partners
- X Difficult without regular, sustained interactions
- X Requires staff familiarity with method and ability to integrate into programming

Questions

- How have you used OM in peacebuilding/governance programs?
- How often do you adjust the boundary partners and progress markers as the context/focus of work changes?
- What data collection methods have you found work best to monitor progress? (And to access boundary partners?)