

Outcome Mapping Workshop

Project CARISNET 2

18-20 March 2008

Jamaica

Final facilitation report  
Submitted by: Beatrice Briggs  
21 March 2008

**CARISNET 2 Outcome Mapping Workshop**  
**Kingston, Jamaica, 18-20 March 2008**  
**Facilitator's report**



**Logistics.** Communication with Valerie Gordon throughout the process of planning and delivering the workshop was excellent. The venue (town houses) was a pleasant change from the typical hotel or institutional setting. All the needed a/c equipment and supplies were on hand. Could have been better: the lunch ordering and delivery process took extra time and required Valerie to leave each day to attend to it.

**Workshop process and results.** The group's small size, cohesion and commitment to learning about OM contributed to dynamic interactions and engagement with the material. The fact that the participants had just completed a 3-day team meeting to develop their annual work plan meant that they could focus more completely on the workshop content. On the other hand, the continuous interruptions to attend to phone calls and other personal matters sometimes made it difficult to keep the group in the room (literally and figuratively). The early departure of Yacine Khelladi was also a loss, although the group tried to take his point of view into account in the discussions after he left. Despite these limitations, significant progress was made both in terms of acquisition of general understanding of the OMM and its specific application to the CARISNET 2 project. Outputs (attached) and recommended next steps include:

<b>Output</b>	<b>Follow up; next steps</b>
Documentation of selection process of Boundary Partners	None
Project Framework	<ul style="list-style-type: none"> <li>Review and edit (if needed) vision and mission statements</li> <li>Insert outcome challenge statements (see next item)</li> </ul>
Outcome challenge statements	Write outcome challenge statements for each Boundary Partner
Progress markers	<ul style="list-style-type: none"> <li>Write progress markers for each BP;</li> <li>Revise as necessary in the process of on-going project planning;</li> <li>Share and negotiate with BPs as appropriate (especially thematic facilitators)</li> </ul>
Strategy maps	<ul style="list-style-type: none"> <li>Review and revise at team meetings to find ways to enrich the strategies (add more, be more specific and/or explore ways to use them for more than one BP)</li> <li>Design the event in the DR to include as many strategies to support key BPs as possible</li> <li>Identify strategies that are not currently budgeted and decide how to fund them – or eliminate them</li> </ul>
Organizational practices	<ul style="list-style-type: none"> <li>Review, assign tasks, and incorporate into annual work plan even if you do not plan to formally monitor all of the proposed practices</li> </ul>
Monitoring plan	<ul style="list-style-type: none"> <li>Review priorities</li> <li>Define assignments</li> <li>Confirm that the plan is useful, feasible in terms of cost and work required</li> <li>Incorporate monitoring reports into regular team</li> </ul>

	meetings  <i>NOTE: Given the limits of time and funding for this part of the project, I strongly advised the team to view the monitoring plan as a “pilot” to familiarize them with the OM method, limiting the number of factors to monitor. The current draft reflects this approach.</i>
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The word documents for these items are attached to the report to facilitate editing and updating.

In addition, I recommend that the team members visit the following websites for additional information and on-going support regarding OM:

- [www.outcomemapping.ca](http://www.outcomemapping.ca) to join the global OM learning community
- [www.iifac.org](http://www.iifac.org) to sign up for “Bonfire”, the monthly e-publication that provides information and inspiration regarding participatory processes. Also check out the searchable database of past articles - and recipes for meetings!
- [www.mapeodealcances.net](http://www.mapeodealcances.net) for information about OM in Spanish.

#### **Final comments**

Subject to my availability and at no additional cost to the project, I am willing to provide on-going consultation to help the team incorporate OM into the CARISNET 2 project. This help could include:

- **Email.** Answer questions and/or provide feedback on further elaboration of OMM documents and implementation of the monitoring plan
- **Teleconference.** Participate in conference calls in which OM aspects and/or the monitoring plan are discussed, to clarify methodological questions.

If outside facilitation is needed for the event in the DR, my organization, IIFAC, would be interested in submitting a proposal.

Finally, I will share with the other team members at Latin American Centre for Outcome Mapping the interest that some of you expressed in becoming OM trainers. At the moment there is not formal process – or funding – to accomplish this, but we are seeking a way forward. I will keep you informed of future developments in this area.

Many thanks for the opportunity to work with CARISNET 2. You are a wonderful group with a challenging, worthwhile project.

All the best



Director, International Institute for Facilitation and Change  
Cuernavaca, Mexico

## Participants

CARISNET 2 team

Valerie Gordon, Jamaica

Yacine Khelladi, Dominican Republic

Vidyaratha Kissoon, Guyana

Stephane Bruno, Haiti

Zelris Lawrence, Jamaica

CIVIC member

Nigel Henry, Jamaica



## **Evolution of the list of boundary partners**

### **Initial list of possible boundary partners**

Donors\*  
CIVIC members  
Internal team  
CARICOM  
Other Regional bodies  
Universities  
Contracted services (trainers, facilitators)\*  
Other networks, peer organizations\*

\* subsequently reclassified as strategic partners

### **Reduced to**

Caricom  
CIVIC members

### **Expanded to**

Project team Carib IS  
ICT4D managers  
Regional ICT steering committee  
Donors  
Thematic facilitators  
Private business and professionals  
Academics & researchers  
NGOs  
Lurkers (read only)  
French/Spanish speakers  
Government workers  
Policy makers and advisors  
Advocacy  
Non-governmental people  
Individuals

### **Final 4**

ICT4D managers  
French/Spanish speakers  
Thematic facilitators  
Regional ICT steering committee

## PROGRESS MARKERS: THEMATIC FACILITATORS

Drafted by team at end of day 3, subsequently transcribed and edited by facilitator

*REMEMBER: This is not a checklist of "to dos" nor the terms of a contractual agreement! It is a description of the imagined change process that the BP might undergo as a result of his/her involvement with the project*

Outcome Challenge:	
<b>Expect to see thematic facilitators</b>	
1	Attend and participate actively in training session
2	Participate in review and modification of these progress markers
3	Convene discussion in thematic area, inviting new participants
4	
<b>Like to see thematic facilitators</b>	
5	Introduce new sources of information to enrich their thematic area (eg, conduct web searches, bring in experts, etc.)
6	Suggest improvements to website
7	Participate in monitoring process (especially in of use of online translation tool and of their own progress)
8	Participate in meetings/teleconferences of the thematic facilitators
9	Promote CIVIC i their region or networks
10	Encourage development of joint projects among members of the thematic group
11	Request additional training to improve their effectiveness as facilitators
12	Train a successor
<b>Love to see Thematic facilitators</b>	
13	Take a leadership role in CIVIC
14	Advocate for ICT issues at regional and international level
15	



## Program Framework: Project CARISNET 2

Kingston, Jamaica

revised 19 mar 2008

<b>Vision:</b> Caribbean citizens and government are collaborating across borders and boundaries to find creative, sustainable solutions to the issues they face. Citizens have a direct voice in government planning and decision-making. Governments provide full access to information about their processes, decisions, data, etc. Citizens are talking to each other. Organizations work efficiently, making excellent use of resources and human creativity for sustainable economic development in the region.	
<b>Mission:</b> Over the next 12 months CARISNET 2 will contribute to unleashing the social transformation potential of ICT for development by strengthening the CIVIC network, providing training, supporting online thematic discussion and the participative development of a two-year work plan, with the members of the Caribbean ICT Virtual Stakeholders' Community (CIVIC).	
<b>Boundary Partner 1: : Thematic facilitators</b>	<b>Outcome Challenge 1:</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>Boundary Partner 2: ICT 4 D managers</b>	<b>Outcome Challenge 2:</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>Boundary Partner 3: French and Spanish speaking members of CIVIC network</b>	<b>Outcome Challenge 3:</b> <ul style="list-style-type: none"><li>•</li></ul>
<b>Boundary Partner 4: Regional ICT steering committee</b>	<b>Outcome Challenge 4:</b> <ul style="list-style-type: none"><li>•</li></ul>

**DESIGN WORKSHEET 3: STRATEGY MAP: THEMATIC FACILITATORS**  
revised 20 March 2008

<b>OUTCOME CHALLENGE:</b>			
<b>STRATEGY</b>	<b>CAUSAL</b>	<b>PERSUASIVE</b>	<b>SUPPORTIVE</b>
<p align="center"><b>STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP</b></p>	<p>Identify and invite candidates to CIVIC event and training workshops; ; provide support for attendance</p> <p><del>Pay stipend for 6 months of facilitation</del></p> <p>1 year commitment; collaborative development of ToR and progress markers</p>	<p>Training in online facilitation techniques;</p> <p>provide contact information for civic members who can be/should be involved in theme group;</p> <p>assist them in identifying regional/global sources of information/support – e.g. other networks/theme discussions</p>	<p>Project team members support for thematic facilitators</p>
<p align="center"><b>STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT</b></p>	<p>Website</p>		

### DESIGN WORKSHEET 3: STRATEGY MAP: ICT 4 D MANAGERS

<b>OUTCOME CHALLENGE:</b>			
<b>STRATEGY</b>	<b>CAUSAL</b>	<b>PERSUASIVE</b>	<b>SUPPORTIVE</b>
<b>STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP</b>	<p>Identify and invite candidates to CIVIC event and training workshops; provide support for attendance</p> <p>Plan interactive conference activities that will promote potential ICT 4 D managers getting to know each other</p>	<p>Conference training in project proposal writing</p>	<p>Online peer support</p> <p>Project team contact: Yasime</p>
<b>STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT</b>	<p>Website</p> <p>Monitoring of joint proposal development by thematic facilitators</p>	<p>Educate CISC members about the role of the network and the ICT 4 d managers</p> <p>Post article on website related to collaborative initiatives</p>	

### DESIGN WORKSHEET 3: STRATEGY MAP: FRENCH/SPANISH SPEAKERS

<b>OUTCOME CHALLENGE:</b>			
<b>STRATEGY</b>	<b>CAUSAL</b>	<b>PERSUASIVE</b>	<b>SUPPORTIVE</b>
<b>STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP</b>	Automatic translation tool for mail  Interpretation at event plenaries		Diversity coordinator (Stephan)  Help desk (human support w/ translation on request)
<b>STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT</b>	Policy requiring translation of all official CIVIC documents in all 3 languages  Provide guidelines (rules) for writing to facilitate translation  Hold CIVIC meeting in DR  Website	outreach to non CIVIC members in DR	

**DESIGN WORKSHEET 3: STRATEGY MAP REGIONAL ICT STEERING COMMITTEE**  
revised 20 March 2008

<b>OUTCOME CHALLENGE:</b>			
<b>STRATEGY</b>	<b>CAUSAL</b>	<b>PERSUASIVE</b>	<b>SUPPORTIVE</b>
<b>STRATEGIES AND ACTIVITIES AIMED AT A SPECIFIC INDIVIDUAL OR GROUP</b>	Invite CISC to join CIVIC  CIVIC to exercise rights as CISC members (speak out, participate)		Project team contact: Vidya
<b>STRATEGIES AND ACTIVITIES AIMED AT INDIVIDUAL OR GROUP'S ENVIRONMENT</b>	Engage CARICOM and chair of CISC directly  <del>Ask</del> Provide CIVIC members with information packets to help them to lobby national governments to put on topic of ICT steering committee on HOG agenda  Website	CARSINET consortium members call on ministers	

## DESIGN WORKSHEET 4: ORGANIZATIONAL PRACTICES

= chosen to monitor 20 March 2008

	<b>KEY ACTIONS</b>
<b>1. Prospecting for new ideas, opportunities, &amp; resources</b>	<ul style="list-style-type: none"> <li>• Look for new donors, develop unified approach</li> <li>• Search Global Knowledge Partners and other similar sources for new ideas</li> <li>• “Veille technique” (be alert for cutting edge ICT4D) – ideas: create special platform on website, use data mining software, Google service, interactive e-zine, dedicated staff person (perhaps same one that provides support for thematic facilitators)</li> <li>• Interact with relevant professional and ICT groups to get them involved</li> </ul>
<b>2. Seeking feedback from key informants</b>	<ul style="list-style-type: none"> <li>• Operational audit</li> </ul>
<b>3. Obtaining the support of your next highest power</b>	<ul style="list-style-type: none"> <li>• Develop and maintain ministerial contacts</li> </ul>
<b>4. Assessing and (re)designing products, services, systems, and procedures</b>	<ul style="list-style-type: none"> <li>• Use OM for P, M&amp;E</li> <li>• Develop “brand” (identity) for CARISNET</li> </ul>
<b>5. Checking up on those already served to add value</b>	<ul style="list-style-type: none"> <li>• Regular (monthly) posting on CIVIC lists</li> </ul>
<b>6. Sharing your best wisdom with the world</b>	<ul style="list-style-type: none"> <li>• Prepare, publish and present success stories and case studies</li> </ul>
<b>7. Experimenting to remain innovative</b>	
<b>8. Engaging in Organizational Reflection</b>	<ul style="list-style-type: none"> <li>• Set aside time in regular meetings for reflection, evaluation</li> </ul>

**Monitoring Worksheet 1: CARISNET 2 Monitoring Plan**  
DRAFT 20 MARCH 2008

<b>Monitoring Priority</b>	<b>Who will use the info?</b>	<b>Purpose of the info?</b>	<b>When is the info needed?</b>	<b>Who will collect the info?</b>	<b>How often will it be collected?</b>	<b>How will it be collected?</b>	<b>Proposed Monitoring Tool</b>
<b>Program Strategy:</b> Online translation tool	Project team	Project management	Every 3 months at team meetings	Diversity coordinator (Stephan)	Monthly	Software	Adaptation of strategy journal
		Final IDRC report	March 09			Survey and/ or interviews to gauge user satisfaction	
		Preparation of new of 2-yr proposal	Jan-Mar 2009				
	Thematic facilitators	Reports to project team on use in their sectors	Monthly	Thematic facilitators			
	Donor?	Compare results with strategies used in other projects					
<b>Program's Organizational Practices:</b> monthly posting on CIVIC lists	Project team	Monitor responses to postings and changing perceptions of CARISNET	Every 2-3 months at team meetings; At year end - measure perceptions	Vidya	Monthly	Tracking responses; Content analysis; Year-end survey?	Adaptation of performance journal
<b>Boundary Partner's Achievement of Outcomes:</b> Thematic facilitators	Project team	Project management			Valerie		Outcome Journal
		IDRC final report					
		Preparation of new of 2-yr proposal					
		Future case study, publications					
	Thematic facilitators	Self assessment and periodic reports to project management team					