

Aggregate of Responses to Two Questions

From Outcome Mapping Workshops 2010 - 2016

<i>“When is OM especially useful?”</i>
OM is useful when...
Relative to Planning & Designing the Intervention:
• Doing participatory design
• Program development & planning
• Doing internal review and/or strategic planning
• Deciding on strategies to use
• Connecting strategic planning to operations or implementation
• Linking intended results with strategies
• Planning in complex situations
• Thinking through programs that involve behavior change
• Clarifying the ‘who’ and ‘why’ & ‘to what extent’ in programs
• Making assumptions regarding what actors will do relative to desired outcomes
• Expecting partners to describe outcomes and context in their own terms
• Doing grass-roots, participatory planning , monitoring & evaluation
• You can introduce OM at the outset
• Doing your own organizational development
• There is support for using OM
Relative to the Evaluation Approach:
• Capturing, reporting on results that include behavioral change
• Built into project implementation
• Measuring incremental change
• Doing ‘realistic assessment’
• Clarifying whether the relevant actors are involved
• Comparing planned outcomes with observed outcomes
• Enabling unexpected outcomes to surface
• Using an emergent or exploration approach
• Using a ‘contribution’ rather than an ‘attribution’ lens
• Mapping ‘referral pathways’
• Seeking to recognize & understand interrelationships among actors
• Seeking change, adaptation within/during a project
• Trying to improve program / org. performance
• Stories of change are valued
• Need to assess partner performance
Relative to the Kinds of Intended Outcomes:
• You recognize that desirable results may emerge or evolve
• You need to build legitimacy for your intervention

• You want to influence partners to change
• Building capacity, organizational change
• Interventions involve social change
• Identifying or supporting the capabilities of partners
• Goals include attitudinal, behavioral or relationship changes
• You want to be generative, innovative
• Outcomes are not prescribed
• Changing attitudes
• Team building
• Increasing capacity & ownership
• Building relationships
• Distinction made between different levels of outcomes
• There are advocacy or empowerment elements
Relative to the Characteristics of the Intervention:
• Working collaboratively with partners
• Drawing together multiple perspectives
• You want to put people back into the program
• You want partners, stakeholders to take ownership & responsibility
• You want to include partners' perspectives
• You have new partners or partners with conflicting purposes
• Working with multiple, diverse stakeholders & perspectives
• Focus is on 'sphere of influence' despite many actors & factors in the 'sphere of concern'
• There is a focus on sustainability
• There is long-term involvement with partners
• Project has a flexible perspective on change
• For community development projects with "holistic" aims to improve living conditions
• There is an emphasis on learning, capacity building
• Working locally for local results
• There is an organizational culture of learning
• When piloting new ideas
• It's a change management project
• There is a theory of change
• Stakeholders have been mapped
Contextual Factors:
• Working on complex projects or in complex systems
• Open to various ways of learning & knowing
• An organized community or system can sustain desired results
• Dynamic, changing context
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<i>When is OM not especially useful?"</i>
OM is not helpful when...
Relative to the Intervention Design:
• There are highly complex, multi-level strategies, projects
• Desired results include cost effectiveness, value for money
• Inadequate capacity to implement OM well
• Behavioral, qualitative outcomes not valued
• Outcomes do not include changes in behavior
• Design decisions made without input from relevant stakeholders (donor-driven)
• Different perspectives are not recognized
• It's difficult to document actors' behaviors
• Dealing only with a corporate profit agenda
• Interested in non-behavioral outcomes
• Project is defined & can't be adapted
• Doing very short projects
• When working in 'simple' situations
• There is a power differential and lack of trust
• Behavior change does not benefit the participants
• No ownership by community is intended
• OM was not used during planning process
• Infrastructure, service delivery, 'hard output' projects
• Short term humanitarian aid projects
• Project is focused on preserving history
• There are time & resource constraints
• Terminology not consistent with organizational culture
• No participatory engagement by partner(s)
• Donors demanding certainty
• There is no agreement on project strategy
• Intervention is purely causal
Relative to the Monitoring & Evaluation Approach:
• Time or resources are scarce
• Doing audit or compliance-based reviews
• Outcomes are pre-determined with little input into M&E design from program participants
• Interested in cause-effect relationships
• Funders require reports on 'impact'
• Measuring accountability
• Evaluating performance
• Short timeframe for evaluation
• Measuring contractual compliance
• Surfacing unintended, negative consequences
• Funding agency requires immediate outcomes
• There is no champion or organizational support for OM use

<ul style="list-style-type: none"> • Project is ongoing
<ul style="list-style-type: none"> • A planning, monitoring & evaluation component is already functioning
<ul style="list-style-type: none"> • Doing external evaluations
<ul style="list-style-type: none"> • Doing context analysis

<i>"What elements or other methods could we IMPORT to strengthen OM?"</i>	
To Import Into or Use With OM...	
When Planning or Designing Interventions:	
<ul style="list-style-type: none"> • Techniques for collecting & analyzing evidence to identify the problem 	
<ul style="list-style-type: none"> • Method for identifying strategies and barriers 	
<ul style="list-style-type: none"> • COM-B System 	
<ul style="list-style-type: none"> • Risk assessment & management 	
<ul style="list-style-type: none"> • Problem Tree Analysis 	
<ul style="list-style-type: none"> • Beneficiary Analysis 	
<ul style="list-style-type: none"> • Relational Mapping of Stakeholders 	
<ul style="list-style-type: none"> • Force Field Analysis 	
<ul style="list-style-type: none"> • Theory of Change – managing assumptions 	
<ul style="list-style-type: none"> • Thesis-Antithesis-Synthesis Method 	
<ul style="list-style-type: none"> • Critical Path Analysis 	
<ul style="list-style-type: none"> • Operational & business planning 	
<ul style="list-style-type: none"> • PESTLE Analysis 	
<ul style="list-style-type: none"> • Diagnostic, root-cause analysis to better understand reasons for intervention 	
<ul style="list-style-type: none"> • Behavioral Change Models 	
<ul style="list-style-type: none"> • Community development methods 	
<ul style="list-style-type: none"> • Organizational Capacity Assessment 	
<ul style="list-style-type: none"> • Budgeting tools 	
<ul style="list-style-type: none"> • Participatory methods & tools like PRA 	
For Monitoring & Evaluation:	
<ul style="list-style-type: none"> • Appreciative Inquiry 	
<ul style="list-style-type: none"> • Most Significant Change 	
<ul style="list-style-type: none"> • Contribution Analysis 	
<ul style="list-style-type: none"> • Outcome Harvesting 	
<ul style="list-style-type: none"> • Visual methods of visioning e.g. 'Rich Picture' 	
<ul style="list-style-type: none"> • Self-assessment, peer reviews 	
<ul style="list-style-type: none"> • Network Analysis 	
<ul style="list-style-type: none"> • Story-telling techniques 	
<ul style="list-style-type: none"> • Stakeholder Mapping 	
<ul style="list-style-type: none"> • Photo-Voice, other visual, non-textual tools & methods 	
<ul style="list-style-type: none"> • Value for Money analysis 	
<ul style="list-style-type: none"> • Cost-Benefit Analysis 	

<ul style="list-style-type: none"> • Information collection methods to reduce journal burden
<ul style="list-style-type: none"> • SenseMaker
<ul style="list-style-type: none"> • Reflective Writing
<ul style="list-style-type: none"> • Qualitative Research Methods
<ul style="list-style-type: none"> • Independent Validation of Findings
<ul style="list-style-type: none"> • Use of baseline data
<ul style="list-style-type: none"> • Democratic Evaluation
<p>Relative to the Characteristics of the Intervention:</p>
<ul style="list-style-type: none"> • Adaptive management techniques
<ul style="list-style-type: none"> • Action Research
<ul style="list-style-type: none"> • CLA (Collaborating - Learning - Adapting)
<ul style="list-style-type: none"> • Two-way feedback & learning
<ul style="list-style-type: none"> • Rights-based approach