Outcome Mapping + Equity, Gender, and Social Justice

Enhancing Outcome Mapping to advance transformative change

September 2023

Outcome Mapping
LEARNING COMMUNITY

SUMMARY

Read this paper to support practical conversations about ways to bring an equity, gender, and social justice lens to co-design, learning, monitoring, and evaluation of transformative change work.

Outcome Mapping is an innovative approach to participatory planning, monitoring, and evaluation of multi-actor initiatives for social change. Outcome Mapping + Equity, Gender, and Social Justice (OM+) adds to our practice as change makers and grounds our work in transformative behaviour changes as understood by and with people in marginalized situations.

This think piece was written to help practitioners consider how OM+ can enhance their practice of using OM by adding principles, core concepts and related equity, gender and social change-focused guiding practices, tools, and frameworks. You will find that OM+ brings attention to transformative behavioural changes and inclusive co-design of processes that can disrupt the status quo/colonization to advance human and ecological wellbeing.

OM+ introduces a new core concept to OM.

OM+ equity, gender, and social justice calls on practitioners to better understand the changing contexts and systems they are working in, and at every step of the intentional co-design process, to learn, recognize and attend to power dynamics and inequities. The OM+ approach, in addition to OM's four core concepts, adds a fifth essential concept to identify and address human behaviours that relate to power, privilege and inequities.

OM+ introduces actionable principles as adaptations of OM's foundational principles.

Outcome Mapping is founded on three foundational principles and OM+ introduces ideas for adapting these principles to make them actionable for supporting transformative change including:

1. Equity-deserving people in marginalized situations will contribute to their own well-being when they have the knowledge, skills and power to contribute to and influence decision-making.

2. Equitable social, policy, and systems changes depend on transformative changes in human behaviour.

3. Sustained improvements in people's lives or environments depend on authentic relationships between diverse people, groups, and institutions (the actors) in the systems.

Contents

Acknowledgments

Introduction

This paper introduces OM+, a new approach to thinking about and using outcome mapping (OM) for supporting transformative change through a focus on inclusion and leadership for Equity, Gender, and Social Justice. It was written by OM practitioners Heidi Schaeffer and Sonal Zaveri, with inputs from the Outcome Mapping Learning Community (OMLC) stewards. This collaborative work continues to evolve with participation from social and environmental change practitioners and evaluators from around the world.

In this paper, we provide a summary of OM+. We introduce what it is and what it adds to OM, as well as the plans underway to continue the learning and create a practical OM+ guide and other resources. We want to encourage and support conversations with Outcome Mapping and Outcome Harvesting (OH) practitioners around the world about applications, adaptations, and useful guidance for practices that support complexity and equity-based transformative change.

> ### WHAT IS OUTCOME MAPPING?
>
> *Outcome mapping is a theory of change approach that focuses attention on **actors** (individuals or organisations) and **behavioural** change. It helps you to define your outcomes as changes in behaviour, relationships, or actions of actors with whom you work directly. It then provides a framework for you to monitor observed changes in behaviour over the course of the project and to document your outcomes. OM was developed in the late 1990s by the International Development Research Centre in Canada and has been supported by a virtual network of practitioners, the Outcome Mapping Learning Community, since 2006. It is an evolving approach.*
>
> ### TRANSFORMATIVE CHANGE IN OUTCOME MAPPING
>
> *The recent paper from the OMLC describes transformative change in outcome mapping as growing inclusive teams and organisations and advancing collaborative initiatives that will disrupt the status quo to influence social and environmental well-being. This means making clear choices about who is included and centred. It means focusing on growing ally relationships with people and groups living in marginalised situations.[1]*

In this brief we are presenting a few key additions to the OM approach. Not all proposed adaptations to OM will be presented here. We plan to publish a workbook that illustrates adaptations and ideas for strengthening power analysis and inclusion through each step of the OM intentional design, monitoring, and evaluation. The OM+ workbook will explore guiding practices, including links to case stories.

---

[1] 20 years of Outcome Mapping: Evolving practices for transformative change - View the resource - Outcome Mapping Learning community

What is OM+ and why does it matter?

OM+ was developed to support OM practitioners who want to include a focus on equity, gender, and social justice as part of their approach. The thinking and practice of OM+ has evolved over the last seven years to provide practical direction for embedding core concepts of gender transformative practice[2] and equity-focused co-design and evaluation into outcome mapping.

OM cannot be used to support transformative change, as we have defined it above, without recognising and addressing power as a core concept and without putting power and privilege in participatory change processes at the centre of our transformative change work. OM+, therefore, takes the principles, core concepts, and guiding practices of OM and adapts them or adds on to them as needed for planning, monitoring, and evaluating complexity and equity-based transformative change.

The momentum for transformative change and evaluation has increased dramatically in the last decade, fuelled by climate change, inequities in societies, and the loud and clear call of the Sustainable Development Goals (SDGs) to 'leave no one behind.'[3] OM+ has been developed to respond to this challenge for advancing transformative change and builds on previous work within the OM learning community.

As the world emerges from the Covid-19 pandemic, practitioners, evaluators, and evaluation commissioners are challenging themselves to reflect on their core values, the purposes of internationally funded development programs and evaluation, and whom these benefit. The pandemic and ongoing responses have highlighted inequities and the disproportionate impacts on people in vulnerable situations (e.g. domestic abuse), urban poor (e.g. without access to the natural environment), and low-income/low connectivity households (e.g. no or limited access to online education).

---

[2] Gender transformation refers to the fundamental and comprehensive process of challenging and changing existing gender norms, power relations, and social structures in order to achieve gender equality and justice. It involves addressing the root causes of gender inequality and working towards the empowerment of all genders. Gender transformation aims to dismantle patriarchal systems and promote inclusivity, diversity, and the recognition of the full spectrum of gender identities and expressions.

According to the United Nations Development Programme (UNDP), gender transformation is "a process of change in norms, institutions, and practices that leads to more gender-equitable outcomes and improves the well-being of all people." It emphasises the need for systemic and long-term change to create a society where gender equality is embedded in all aspects of life.

Source: United Nations Development Programme (UNDP). (2019). Gender Equality Strategy 2018-2021. Retrieved from https://www.undp.org/publications/gender-equality-strategy-2018-2021

[3] Take Action for the Sustainable Development Goals - United Nations Sustainable Development

Events leading up to the pandemic had built awareness of inequalities including gender violence, anti-Black and anti-Indigenous racism, and 2SLGBTQ+[4] oppression and hate crimes.

A few highlights include the #metoo movement in the West that went viral in 2017, prompting women from around the world to publicly share their experiences of sexual assault and sexual harassment. The Black Lives Matter movement to end white supremacy grew in momentum after the murder of George Floyd in May 2020 in the United States, compounded with outrage in 2021 when hundreds and since then thousands of Indigenous children's graves have been discovered at former residential schools across Canada. These events bring into clearer focus for practitioners in North America the extent to which their practices are equitable, fair, just, and transformative.

At the same time, the Global South has witnessed protests and movements against various forms of inequities, social injustice, indigenous land rights, gender-based violence and religious discrimination. There are protests worldwide against restrictive abortion laws. The "Ni Una Menos" movement in Latin America in 2020 fought against gender-based violence. Other examples, against the inequitable and unfair practices by governments include the farmers protests in India, Chilean protests for social equity and the indigenous movement for land rights in Brazil.

Equally the Global South has been challenged by colonization and lack of localization. For example, demands from global supply chains continue to exploit labour with low wages, long working hours and unsafe working conditions. Extractive industries exploit the natural resources of the Global South in countries such as the Amazon forests in Brazil and the Niger delta region among others. These protests can take the form of resistance against cultural imperialism or demands for the recognition and preservation of local cultures and traditions. Examples include protests against the commodification of indigenous cultural symbols or traditional knowledge by the Global North. Overall, they highlight the urgent need for decolonization, localization, social change, equitable governance, and respect for human rights in the Global South.

---

[4] Two Spirited, Lesbian, Gay, Bisexual, Trans, Queer and Questioning

Evaluation Conclave, 'Equity and Transformation: Evaluation in Challenging Times' in New Delhi, India

Gender and equity transformative planning, monitoring and evaluation
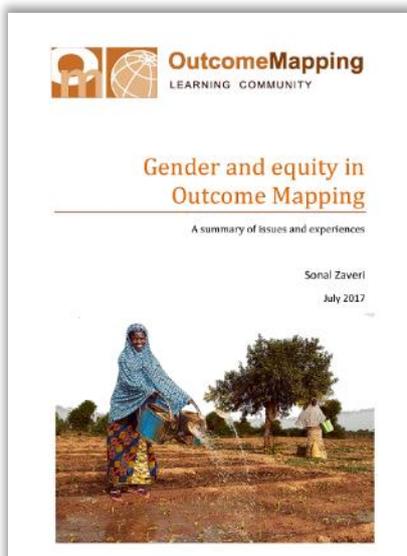
As historical social constructs, gender, equity, and inclusion are evolving and changing. Planning, monitoring, and evaluation methodologies need to evolve along with them. While social constructs are shaped by the institutions of family, community, religion, market, and state, it is possible to consciously transform them by changing our beliefs, our values, our mental models, and our behaviours. Environmental and social change practitioners have an important role to play in facilitating such change. OM+ provides support to explore ways to address gender and equity barriers that limit full and equal access to opportunities and resources, violating the realisation of women's and marginalised people's rights.

OM+ will support those who take the position that to address gender and equity, we must be transformative, challenging unequal norms, structures, and systems that have knowingly and unknowingly perpetuated inequalities. ***Therefore, we describe the use of OM+ as a gender and equity transformative co-design/planning, monitoring, and evaluative process, that embraces diversity, inclusion, and community engagement.***

What has been the journey to OM+?

OM's origins in the late 1990s had a core emphasis on assessing outcomes as actor-centred behavioural change. Gender and equity were not explicitly built into the design of OM. In 2017, a first Gender and Equity in Outcome Mapping Survey was conducted by Sonal Zaveri asking the question 'What have you found most helpful or challenging in using OM in gender and social inclusion?' A few respondents shared some of their work related to gender and equity, and many more wanted to learn how to incorporate it in their program design and evaluation. It was felt that OM practitioners wanted skills in gender analysis and defining change that is inclusive, fair, and just. The recommendations from the 2017 paper called out for resources to incorporate a gender and equity lens in OM and build capacity to do so, with a specific emphasis on mentoring OM practitioners.

In 2019, the OMLC stewards responded by conducting a survey focused on surfacing 'Principles and Practices for Equity and Gender', aimed at strengthening capacity to embed leading thinking and practices into OM. Over sixty practitioners responded to the survey from thirty-seven countries. The survey explored how OM and OH are being adapted using an equity and/or gender-transformative approach. The survey was designed to help us understand what was happening in the outcome mapping initiatives aimed at equity and inclusion. This included how partners were being chosen in practice, how power was being mapped, and how evaluation questions were being determined in an equity-informed way.

The results of the survey were shared with the OMLC through a webinar, 'Evolving OM for Equity-Focused and Gender Transformative Change Processes' in 2020. The findings were used to inform the paper 'Twenty Years of Outcome Mapping: Evolving Practices for Transformative Change', published in 2021. In particular, the OMLC stewards drew on the examples of adapting OM for Equity

and/or Gender Transformative evaluation practices to develop a set of guiding practices for supporting transformative change using OM that are revisited in this paper.

In 2021, the Outcome Mapping Learning Community Stewards endorsed Heidi Schaeffer and Sonal Zaveri to create a practical resource to strengthen capacity across the OMLC to embed equity and gender within transformative change thinking and practice in outcome mapping. Early in 2022, a workshop was held to test the ideas and receive suggestions on new resources to strengthen equity, gender, and social justice in OM, now called OM+.

Over the years, OM has demonstrated its dynamic learning-oriented approach, strengthening and adapting itself through feedback loops and learning generated from social and environmental change practitioners. The two practitioner-led surveys, paper celebrating twenty years of OM, and the ongoing community-engaged approach to develop OM+ are a testimony to that.

There were two pilot OM+ trainings at the end of 2022, including at the Evaluation Conclave 'Equity and Transformation: Evaluation in Challenging Times' in New Delhi, India and at the 'Outcome Mapping and Outcome Harvesting for Transformative Change Winter School' in Brussels, Belgium.

Outcome Mapping and Harvesting for Transformative Change, Winter School. In Brussels, Belgium

What does OM+ add to OM?

The main additions of OM+ are the inclusion of power as a core concept of OM and guiding practices for a power and privilege-informed approach to transformative change. This refers to transformative change that includes behavioural changes (actions, interactions, relationships, and policies) related to access to power and resources. This comprises changes that challenge dominant biases, and privilege inclusion of perspectives and experience of actors without visible power. OM+ reframes the three foundational OM principles so that they are specific enough to be actionable for practitioners focused on transformative change work. OM+ is an approach for transformative change that requires a new core concept added to the OM approach, which is the requirement to recognise and address power dynamics and inequities. When we talk of gender, equity, oppression, and social justice, the inclusion of power dynamics and relationships are foundational.

While OM+ is particularly useful for programs that embrace complexity and explicitly address gender and inequities, it can also be used in the co-design and evaluation of programs that may be gender-neutral but seek systemic change, such as climate or peace building, which do not in their design specifically address gender and equity. In some cases, OM+ can be used in a 'lite' version, with steps and principles that are most applicable or feasible for each particular program's design or evaluation context. In such cases, with programs that do not explicitly address gender and inequities, an OM practitioner will most likely have to negotiate with the funders or commissioners of evaluation to include some aspects of OM+.

DEFINITION OF GENDER EQUITY, ANTI-OPPRESSION AND INTERSECTIONALITY

Gender equality requires equal enjoyment by women, men, and people of diverse gender identities of socially valued goods, opportunities, resources, and rewards. Where gender inequality exists, it is usually women and marginalised gender identities who are disadvantaged. Gender equity, on the other hand, is the process of being fair to women and men, one that facilitates strategies and measures to compensate for historical and social disadvantages. Gender equity helps to level the unequal playing field and empower women and disadvantaged others; it thus becomes essential to achieve true equality.

Anti-oppression recognises that oppression exists in our society/space. It aims to mitigate the effects of oppression and, by doing so, equalise the power imbalances that exist between people. Some examples of oppression are sexism, ableism, colonialism, ageism, and other such 'isms' depending on context. Social justice respects the rights of all and seeks solutions to inequality.

Intersectionality is central to understanding gender inequities. Intersectionality enables us to understand and respond to the many, diverse ways a person's social identity and status intersect with the experience of oppression and privilege. It helps us to move beyond generalisations "women" or "indigenous" to explore the complex and multiple sources of privilege and subordination and make visible the ways that race, class, gender, colonialism, age, disability, and other factors of discrimination contribute to the experience of oppression.

Principles in outcome mapping are actionable in OM+

OM+ is aligned with the same three principles inherent in OM.

1. People contribute to their own well-being.
2. Social, policy, and systems changes depend on changes in human behaviour.
3. Sustained improvements in people's lives or environments depend on relationships.

While these principles remain the foundation, OM+ defines each principle through equity, gender, and social justice practice and makes the principles actionable.

Table: Comparing OM principles with OM+ adapted principles.

OM principles	OM+ actionable adapted principles
People contribute to their own well-being.	**Equity-deserving people will contribute to their own well-being when they have the knowledge and skills to contribute and to influence and make decisions.** Note: This principle recognises that people contribute to their own well-being when they have a seat at the table and can influence interventions**.** Championing equitable and inclusive relationships between diverse people and groups in the systems in which they live and work will strengthen equal access to power and resources. This can lead to owned (sustainably continuous) change.
Social, policy, and systems changes depend on changes in human behaviour.	**Equitable social, policy, and systems changes depend on transformative changes in human behaviou**r. Note: This principle recognises the necessity of transformative behavioural change. Equitable social, policy, and systems changes will challenge the embedded complex social, cultural, and political systems that are historically defined by power and privilege. They will depend on transformative changes in human behaviour.
Sustained improvements in people's lives or environments depend on relationships.	**Sustained improvements in people's lives or environments depend on authentic relationships between diverse people, groups, and institutions (the actors) in the systems.** Note: This principle recognises the necessity of equitable, inclusive and authentic relationships, together with diverse collaborative actions. Sustained improvements also require intentional actions across diverse groups and systems at multiple levels. Collaborative and inclusive actions are needed that promote and strengthen power and equity-related structural improvements in people's lives and environments.

The first principle in OM is based on the belief that when people are contributing to their own well-being, they own the change and its continuous change. OM+ interprets this principle by defining who these people are. They are equity-deserving groups and individuals, and we recognise that these groups of folks are often the ones with the least power to contribute to and influence change and decision-making. Equity-deserving groups[5] are often the most affected by development interventions. People will contribute to their own well-being, especially when they have the knowledge and skills to influence and make decisions. They also need a seat at the table to influence interventions. This first principle of OM, defined in equity, gender, and social justice practice with OM+, means that practitioners and evaluators have to actively and transparently value and include diverse lived experiences and context expertise.

OM+ interprets the second OM principle— that social, policy, and systems changes depend on changes in human behaviour—through focusing on systems changes that describe transformative changes in human behaviour. These are transformative behaviour changes, which challenge the embedded complex social, cultural, and political systems that are historically defined by power and privilege. Recognising and addressing human behaviours that transform power and privilege is a core concept of OM+ that we discuss in the next section.

With the third principle of OM, OM+ invites us to focus on sustained improvements as structural improvements in people's lives and environments that depend on equitable and inclusive relationships. Structural improvements require more than relationships alone, though. They require equitable and inclusive relationships between diverse people and groups in the systems in which they live and work. These are the kinds of relationships that strengthen equal access to power and resources and can lead to sustained structural improvements in people's lives and environments.

The third principle in action requires us to co-design intentional, inclusive, and collaborative actions, and to build equitable, inclusive and authentic relationships between diverse groups working in multiple ways at many levels. In other words, sustained improvements in people's lives or environments depend on equitable, inclusive and authentic relationships, working at many levels, and spanning different systems with collaborative actions.

---

[5] The term "equity-deserving groups" is often used in discussions related to social justice, diversity, and inclusion. It refers to individuals or communities who have historically faced systemic discrimination, marginalization, or disadvantages based on various factors such as race, ethnicity, gender, sexual orientation, disability, socioeconomic status, and more. These groups are considered deserving of equity and fairness in order to rectify past and ongoing inequalities.

Core concepts in outcome mapping are expanded in OM+

Next, we briefly explore the core concepts of OM. These are important, because OM steps can be modified and used in parts and without all the steps, or in any order, depending on the context. However, the core concepts always remain and are the essential basis if you are using an OM approach. OM+ adds a fifth core concept to OM, the requirement to recognise and address power within the structures and systems of exclusion. OM+ explicitly recognises the need to learn about power dynamics and how to grow authentic inclusion and leadership with equity-deserving people and groups.

With this fifth core concept, OM+ helps us to define behaviours that are transformative. These include the underlying power imbalances and the practices that challenge unequal norms, structures, and systems that, whether known or unknown, have perpetuated inequalities. The nuance with OM+, as compared with OM, is that the behavioural changes are more explicitly about access to power and resources, challenging dominant biases, and inclusion of perspectives and experience of t the actors without visible power.
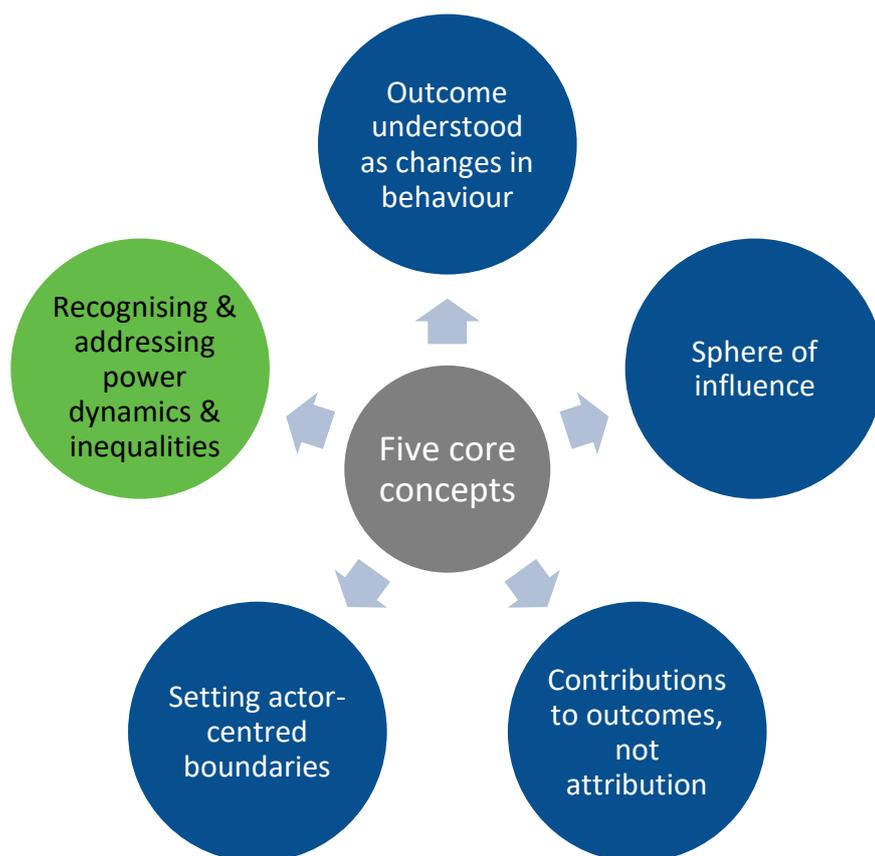
Practices that support transformative change in OM and OM+

Outcome mapping has five guiding practices that are recommended to strengthen the approach in support of transformational change. The main difference of OM+ is the inclusion of critical self-reflection about power and privilege, and there is accountability to the organisation, and beyond to partners, for this specific type of practice. The table below shows how to take your OM practices to support transformative change efforts to a deeper level with OM+. OM+ provides coherence and makes visible the two-way nature of transformative change. OM+ guiding practices, if they are to support transformative change, will need to include our reflective practice as practitioners, along with learning about our mental models, biases, and privilege, as a foundational element of all our relationships.

Reflection about OM+ to support learning about power and privilege from Heidi Schaeffer.

Equity, gender, and social justice work is relational, courageous, and trans-generational. We all have conscious bias and many of us have unexamined privilege. This requires ongoing learning to recognise and address power imbalances and building accountability for working in inclusive and anti-oppressive ways. Adopting OM+ principles, concepts, and guiding practices is a way to further support practitioners with decolonised, anti-oppressive and gender-transformative methods of working with groups and communities.

Table: Guiding practices for transformative change

OM guiding practices to support transformative change	OM+ adapted guiding practices to support transformative change
1. Facilitate inclusive and equity-focused participatory change processes.	1. Put power and privilege in participatory change processes at the centre of your work.
2. Be accountable to learning at individual, team, and organisational levels.	2. Be accountable to learning about power and privilege at individual, team, and organisational levels as a priority.
3. Grow a complex adaptive system view and embrace uncertainty and experimentation.	3 Grow a complex adaptive system view and embrace uncertainty, continuous learning, adapting, and experimenting.
4. Commit to iterative, collective sense-making with inductive and data-driven reasoning	4. Commit to collaborative gender and equity-focused sense-making using evidence.
5. Lead from context and combine outcome mapping with other methods and approaches as needed.	5. Lead from context and combine outcome mapping with other gender, equity, and social justice-focused approaches/frameworks as needed.

OM+ commitment to authentic relationships with marginalised boundary partners

In OM+ we take a closer look at our boundary partners through the lens of formal and informal power. We work to include boundary partners who are the most affected by the project. It is often easy to overlook the most vulnerable as they may also be the ones who are least visible. In OM+ we address intersectional vulnerabilities using a gender and equity-based approach to include the most vulnerable in determining the changes they want to see and exploring together how to make them happen. Whether the project is explicitly about gender and equity or not, ensuring that all the relevant boundary partners are in the room during the intentional co-design stage is suggested in OM+. This may not be possible at the outset of the project but over time a process to review who the boundary partners are, who they represent and who is left out needs to be considered. Having done that it will be possible, with on-going commitment, to build the trusted and authentic relationships that can include leadership from marginalised boundary partners in the project's iterative co-design and adaptation.

## OM+ on pre- planning phase for context/stakeholder analysis and powerful actors

Outcome mapping's seven intentional design steps are meant to be dynamic and continuously adapted through reflection and learning. One important OM+ adaptation is explicitly adding more importance and definition to a pre-planning phase, before intentional design of projects and programs. This pre-planning phase is essential for an OM+ approach. It is the foundation for complexity-aware and equity-based co-design and includes context analysis and stakeholder-power analysis of gender and intersectional inequities. It is also recommended that such a power analysis be used periodically during the lifetime of the project or program, because power structures are dynamic, and there is a need for continually understanding the context and systems in which diverse actors interact.

Because inequities are rooted in structural imbalances, identifying the extent of power and influence of various actors is important. This pre-planning phase will enable the identification of what OM+ calls '**powerful actors'**. And, stakeholder-power mapping is also critical for identifying boundary partners with low voice and power. Some powerful actors (with formal or informal power)[6] will need to be engaged because of their influence on the stakeholders with low voice and power. OM+ stretches OM to include diverse actors and their interrelationships as well as to value multiple perspectives (**of those who are privileged and those who are not**).

---

[6] Formal power is usually visible, and the stakeholder holds a position of authority. Informal or hidden power includes stakeholders who often operate behind the scenes to influence others. An example of this could be the power that a mother-in-law holds over the reproductive rights of her daughter-in-law. Another example is the power that a village elder holds in the community.

This new category of stakeholders are the formal and informal power holders, such as institutions, service-delivery organisations, or community leaders, whose actions may be critical to the success of the boundary partners' changes in behaviour. An example would be a religious leader who does or does not support education for girls. They may not be the project's direct boundary partners or actors with whom we have a relationship. They may or may not be a sub-set of strategic partners and are always included to some extent when they have a pivotal role in contributing to the outcome challenges and progress markers of the equity-deserving boundary partners.

In OM+, powerful actors are identified who can become allies that can influence or create an enabling environment for people and communities in vulnerable situations. Powerful actors are also identified who can possibly sabotage and create a not so enabling environment. For example, women's empowerment movements have usually faced backlashes from more powerful actors such as religious and community leaders who represent patriarchy, positions of power and privilege. Powerful actors, who are allies, are important stakeholders for the success of the project and may have both formal and informal power that positively impacts the outcomes for boundary partners. With such allies, the project will benefit by constructing good working relationships. But powerful actors who are not allies, may be a source of risk and backlash and will require careful monitoring and management. This subset of powerful actors, identified through a stakeholder-power analysis, could be one of the strategic partners or could be a stakeholder who is on the periphery of boundary partners but has some degree of power over their behaviour.

EXPECT TO SEE   LIKE TO SEE   LOVE TO SEE   HOPE NOT TO SEE / BACKLASH
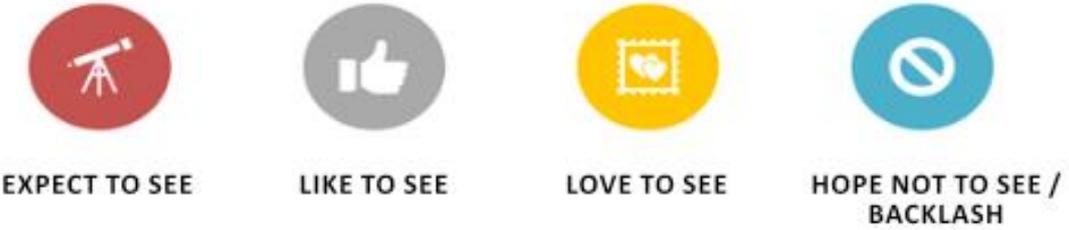
It is important to note that powerful actors, though not the target of the project's activities, hold some power and influence to enable or disable changes in the behaviour of boundary partners. Powerful actors can block access to services, activities or worse. They may be gatekeepers who act as go-betweens, controlling access from one point to another. Gatekeepers could play a positive role, ensuring access to those who are powerful or championing the work. Gatekeepers also could refuse access to powerful people or could delay access to services. They may even be responsible for backlashes. In OM+ we develop "hope not to see" progress markers to prepare strategies for such possible negative changes. In the case of powerful actors who block change or support backlashes, the project or program will always need to engage with them directly or indirectly so that the situation influencing the behaviours of vulnerable boundary partners is mitigated. It is essential to make a priority of building relationships and influencing them to the extent possible.

Moving OM+ into practice, now what?

There is a hunger for finding the pathways forward toward equity, gender, and social justice. We hope that this brief overview of OM+ whets your appetite for engaging with us on this journey as we learn together how to practically apply an OM+ approach as part of and adding on to OM.

We are seeking collaboration to test emerging OM+ tools, resources, and guiding questions that support taking an equity, gender, and social justice approach and learning about power and privilege in the practice of OM and OH for transformative change. An initial collection of supportive resources can be found here: https://www.outcomemapping.ca/om-plus.

Proposed next steps:

1. Engage equity and gender-transformative evaluation practitioners in the conversation.

2. Find support to co-create useful guidance for gender, inclusion, and equity to be addressed systematically across the time-tested OM steps of intentional co-design, outcome monitoring, and evaluation planning.

3. Build capacity and invite thought leaders to continue to workshop and develop OM+ through a facilitated action-learning and self-study group.

With this paper on OM+, the outcome mapping stewards want to invite collaboration with change makers and equity and gender evaluation networks around the world. If you are interested in learning more about OM and OM+, or in joining an action–learning group on OM+ Equity, Gender and Social Justice, please let us know by writing om-plus@outcomemapping.ca.