



The Outcome Mapping Learning Community

is an informal group of over two thousand members from around the world. It acts largely as a dynamic platform for sharing knowledge and experiences relating to Outcome Mapping; a methodology for planning, monitoring and evaluating projects and programmes, developed by the International Development Research Centre (IDRC). Members come together to solve problems, to showcase and trade their discoveries and good practices, and to support one another in applying Outcome Mapping.

www.outcomemapping.ca

Welcome!

Welcome to the latest edition of the OMLC newsletter, keeping you up to date with innovations, debates and life in the community. In this issue we hear about future plans for the community and a 5 year vision that I hope we can all identify with. We also have reports from around the world about how the community is growing and how OM is being applied. Included in the round-up are reports from East and Central Africa, West Africa, Latin America, Middle East and North Africa and Europe.

Matt Walton from IDRC talks to us about an initiative involving a group of OMLC members who are exploring the use of software with OM and, in particular, databases that can manage OM data. Julius Nyangaga and Heidi Schaeffer discuss their recent OMLC supported research study which explores different models for constructing progress markers. Finally we have a summary of various OM and related events and a collection of new resources from the community library.

As usual, if you would like to contribute to the next edition, please write to s.hearn@odi.org.uk. Many thanks, Simon Hearn.

OMLC secures support until 2013



By Simon Hearn, ODI

As the current hosts of the Outcome Mapping Learning Community, the Overseas Development Institute (ODI) has secured financial support from the International Development Research Centre (IDRC) to facilitate and manage the OMLC for a further three years. Together with the Community Stewards, the core group of members who have an advisory role in the community, ODI is now in the process of planning the future of the OMLC and developing an exciting set of activities that will lead the community in new directions. Many of these will be announced over the coming months.

The main changes we are working towards are the establishment of a collective vision and the development of a suitable and transparent governance structure to support this vision. As a first step towards this we want to share with you some of our initial ideas. This article will present a short history of the OMLC, a model of how we think the OMLC looks right now and what we see as the ideal model for the community going forward. We hope this will provide greater understanding about where the community has come from and where we are heading, and enable you as a member to place yourself in the picture and contribute to this collective vision. >> *Continued on page 2.*



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A brief history of the Outcome Mapping Learning Community

The Outcome Mapping community emerged because early users were highly engaged by the method and were inspired to exchange experiences and learn from each other. Because OM is a method that builds on strong principles, and because those principles encourage innovation, reflection and networking, OM has always attracted a community of users who see themselves as the custodians of the method, sharing their practice and learning together.

A key factor that has contributed to the success of the community is the open approach taken by the creators of OM; the International Development Research Centre in Canada. Since the late 1990's, IDRC has been engaging with its grantees, and a vast number of other practitioners in a variety of fields, in a collective learning process to respond to the difficulties of planning, monitoring and evaluating social change initiatives. OM is one of the outcomes of this open learning approach.

Following the development of the methodology in the early 2000's, Outcome Mapping began to be applied by an increasing number of project teams and organisations mostly, in the early days, supported by IDRC. During this time IDRC developed a number of useful resources, including a users' manual, which was published openly on their website. There was a steadily growing user base in the public and voluntary sectors worldwide and a core group of OM practitioners and innovators was beginning to emerge out of various workshops and meetings.

By 2005, Outcome Mapping was beginning to attract increasing attention because of its innovative approach; more and more people sought training and support in applying the methodology. It was at this time that the core group of practitioners, who had maintained informal contact, decided to give structure to the global community of OM users with the next logical step being the building of an online home.

Following a process of research and analysis, an online platform was piloted with Dgroups – a popular platform for development professionals. At the same time, the Overseas Development Institute (ODI) began discussions with IDRC about institutionalising support for the OM community. The discussions resulted in an agreement that ODI would develop and facilitate a global online forum and develop additional tools and methodologies for OM users. With this, the first phase of the OM Learning Community commenced.

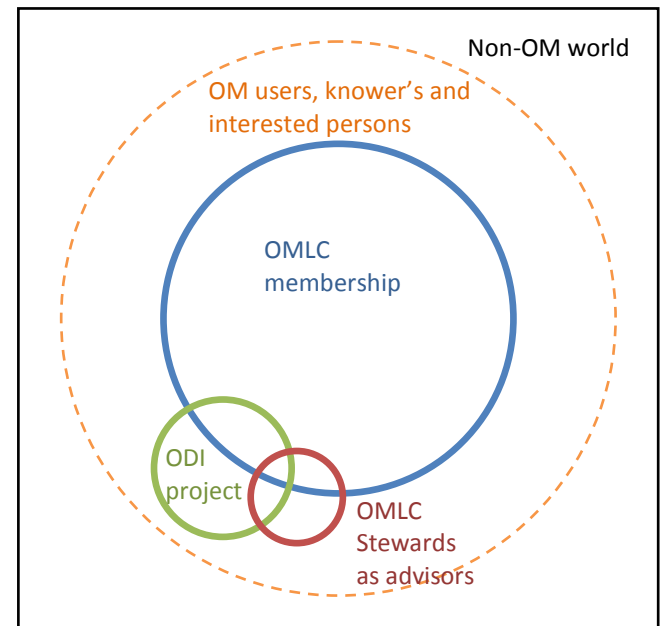
By the end of the first phase in 2007 the community had grown to around 400 members, a new custom built online platform was in place (www.outcomemapping.ca), and activity from members was increasing with new content and discussions being shared. It was becoming clear that the community needed a more dedicated facilitator – prior to this, facilitation was an informal role with less than one day per week. And so, with the launch of the second phase, a new facilitator was brought in with the aim of spending up to two days per week. ODI remained the lead organisation in managing and coordinating the community with IDRC increasing its support to provide greater facilitation and a more diverse programme of activities. A group of particularly active members was formalised into a stewards group with an advisory function for the community facilitator and for community members.

The second phase focussed on four components: *Facilitation* of knowledge exchange; *research* to develop the OM methodology and push its boundaries; *capacity development* of members in support of applying OM; and *communication* of OM beyond the boundaries of the community. Key initiatives included regular structured discussions around key topics, biannual newsletters, a discussion paper series, annual research grants, a resource library and formal and informal face-face meetings.

The second phase came to an end in April 2010. IDRC has committed to support the community for a further three years until April 2013. As we enter the third phase the Stewards, together with the community facilitator, want to share their collective vision with the wider community.

The community as it exists today

The OMLC can be described in many different ways, from different perspectives. One perspective that has been put forward, discussed and settled on by the Stewards, with the community facilitator, is described in the diagram below. The community (blue circle) is defined as the collective and individual identities of all persons who have registered on the

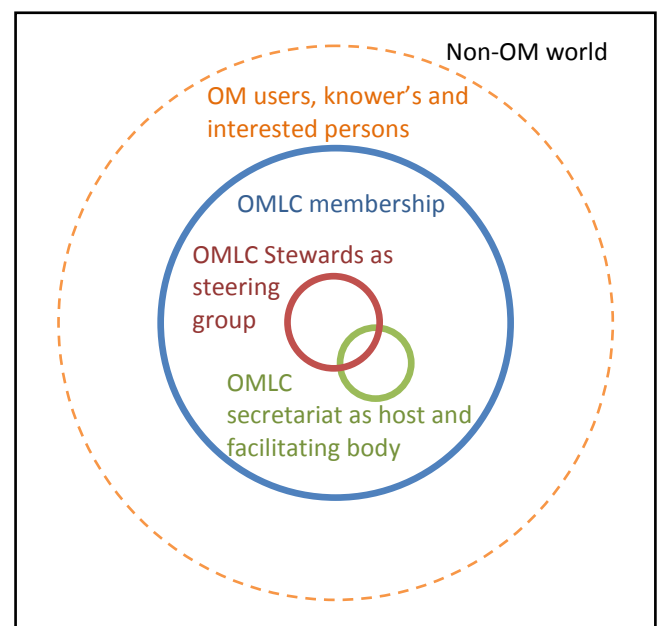


outcomemapping.ca website – at the time of this newsletter, the number is 2218. We could actually subdivide the membership into three groups: active participants who contribute to the community (and we calculate that number between 100-200 of the 2,200 people), peripheral participants who benefit in some way from their membership and inactive or expired members who no longer interact with the community.

The community exists within a wider group of people, institutions and projects/programmes that use, know about or are interested in OM but haven't registered with the OMLC and are hence outside of the community (orange dotted line). Supporting the community we then have two connected but distinct entities. The ODI managed project, funded by IDRC, is designed to support the community through a set of activities such as facilitated discussions, newsletters, research grants and support for the online platform. The OMLC Stewards play the role of advisors to the ODI project but also embody the core group of active members of the OMLC. This is how the community has been managed throughout phase two.

A collective vision for the future

The Stewards, with the community facilitator, have begun to elaborate a vision for the OMLC up to 2015; a period that includes the three years of phase three and two years beyond. The vision (or perhaps more appropriately, a set of outcome challenges) describes the behaviours of the three main groups elaborated in the diagram above; the



community, the OMLC secretariat in a host institution (currently and ODI project) and the Stewards. The diagram below demonstrates the changes that this vision aims to bring about.

The OMLC membership is engaged in active reflection of their planning, monitoring and evaluation practice. Members take the time to share information and experiences related to Outcome Mapping concepts and methods and contribute to a collective evidence base by documenting and synthesising shared knowledge. Members are collaborating with each other to support the practice of OM and advance the theory of OM through the development of new tools and methods. Members are engaged in critical discussions about the application of OM concepts and methods in current development discourse and are providing intellectual leadership in mainstreaming qualitative-based M&E. Members are lobbying donors and other influential actors in the development sector to include mixed-method approaches to M&E. The members also take a healthy interest in the governance of the community

ensuring a maintained relevance and sustainability as well as giving the mandate to the Stewards to govern and the Secretariat to manage.

The OMLC Stewards, having taken on a board-type role in the governance of the OMLC, are responsible for developing the strategic plan for the community as well as setting the policies for its implementation. The Stewards are responsible for ensuring the financial, technical and human resources the community needs to operate and an institutional home for its Secretariat. The Stewards act as ambassadors for the community, linking it with other communities, networks or agencies and provide a link between OM and other emerging ideas. The Stewards periodically renew themselves by recruiting their replacements within the community, ensuring that there is regional representation.

The OMLC Secretariat takes its mandate from and is accountable to the Stewards. The Secretariat is responsible for managing the operations of the OMLC and implementing the policies set by the Stewards. The Secretariat coordinates all projects initiated by and for the community providing technical and facilitation support,

brokering connections between members and members' initiatives and ensuring coherence and synergy in all community activities. The Secretariat facilitates evidence based learning about OM practice by catalyzing research, training and dialogue on OM. The Secretariat is responsible for maintaining the quality, relevance and functionality of the website and email services used by the community. The Secretariat manages the OMLC budget in a responsible manner in line with the policies set by the Stewards and ensures any accountability needs of donors are met.

Onwards and upwards

With a renewed commitment from IDRC and with a clearer vision of how the community can progress, we feel confident that the Outcome Mapping Learning Community will not only maintain its position as the first place for resources, support and debate on Outcome Mapping but will be engaging the wider development discourse to influence the way social change is planned, monitored and evaluated.

Updates from regional activities

East and Central Africa



By Charles Warria, IIRR, Kenya

In June 2009, The International Institute of Rural Reconstruction (IIRR) conducted a rapid assessment among a group of 100 NGOs in East Africa to assess the levels of awareness and practice of Outcome Mapping

in this region. The need for OM in East and Central Africa, as a modern tool and a methodology designed to help organizations overcome the contribution and attribution dilemma for results, has been clearly highlighted by the rapid assessment.

IIRR has engaged the partnership of IDRC Canada to build capacity and scale up the introduction and adoption of OM as a monitoring and evaluation methodology in East and Central Africa.

IIRR has embarked on building capacity for OM in the region through (1) a series of activities centred on offering trainings on OM in the region, (2) demonstrating OM in practice through selected IIRR projects in Kenya and Uganda, (3) documenting OM use and experiences from other Organizations in East Africa, (4) convening a

community of practice as a platform for continued support and (5) openly disseminating and sharing what we learn.

In December 2009, IIRR organized a successful OM Forum, bringing together participants from 25 different Organizations from the public and private sector in Nairobi, and also attended by the IDRC Team from Kenya and Canada, to share experiences and discuss OM use in East Africa.

In April this year, IIRR organized and conducted the first open Outcome Mapping training workshop for East and Central Africa, bringing together 23 participants from Uganda, Malawi, Namibia, Kenya, Madagascar, Sri-Lanka, Scotland and Switzerland. After the training, the participants expressed strong desire to form and become a part of a regional sub-community for East and Central Africa, where they can share experiences on adaptation of OM in their organizations, learn from one another and create a continuum of support for OM.

IIRR has been positioned as the hosting organisation that will coordinate the learning across the East and Central Africa region.

West Africa

By Adama Ndiaye, FRAO, Senegal



The West Africa Rural Foundation (or FRAO in French), based in Dakar (Senegal) was one of the first institutions to use OM since it hosted a methodological workshop in 1999 with members of the IDRC Evaluation Unit and Dr Barry Kibel of Pacific Institute for Research and Evaluation (USA).

Since this date, FRAO has organized or facilitated a dozen national and international trainings in OM and M&E for African institutions and projects, of which the majority have been IDRC funded projects. At least once, FRAO itself took the initiative to organize a regional self-sponsored workshop in 2002 where many West African institutions out of the sphere of IDRC participated.

This was the opportunity, for example, to build a partnership between FRAO and a German NGO, IIZ, whose funded projects adopted OM methodology known here by the concept of EPC (Evaluation des Progres vers le Changement or Evaluating Progress toward Change).

Other institutions which have adopted OM are the two West African offices of a Belgian NGO, Vredeseilanden, who are using OM in their Planning, Learning and Accountability system. An informal network of practitioners is emerging in West Africa with some of them even becoming trainers. FRAO has also published a methodological guide, in French, on implementing OM in literacy programmes. The institution is preparing to organize an OM self sponsored training workshop in the second semester of 2010.



A workshop on OM with Centre Songhai in Benin in March 2006

Latin America



By Beatrice Briggs, IIFAC, Mexico

An international team of OM consultants who work together under the name of CLAMA (Centro Latino Americano para Mapeo de Alcances) organized a 2-day conference, *Another Logic is Possible*, in Montevideo, Uruguay in October 2009. The program included a videoconference with the authors of the

original OM manual, Terry Smutylo, Fred Carden and Sarah Earl, and lively discussions in participant-driven, “open space” sessions. In addition, members of the CLAMA team presented three new contributions to the growing body of OM research:

- Mapping Outcomes: A guide to involving local partners
- A View from the South: Four case studies
- The OM Notebook: a guide for facilitators

The works are currently available in Spanish in the resource section of the OMLC website. Translation into English of some of the contents is underway.

Meanwhile, work on the ground continues. CLAMA consultants are working with projects in Colombia, Uruguay, Mexico, El Salvador, Costa Rica, Nicaragua, Honduras and several Caribbean countries. The following list provides a glimpse of the broad spectrum of development issues in which OM is being applied in the region; it is both incomplete and misleading in the sense that most of the programs do not fall neatly into one category:

- Social/Environmental: national recycling program; conservation of threatened ecosystems and the communities who live in them
- Health: sexual and reproductive health and HIV-AIDs prevention; drug addiction in a clinical setting
- Information Communication Technology: nurse using personal digital assistants (PDAs); local appropriation of digital technology
- Economy: employment of at-risk youth and disabled workers; alternative currency systems for local economic development
- Organizational development: installing a culture of “effective meetings” in a university setting.

These initiatives are using OM principally for strategic planning and reflection, although its application for monitoring is increasing as the method becomes better known. The challenges we are encountering no doubt sound familiar to our colleagues around the world: not enough time or money for monitoring and evaluation, difficulties in engaging all the local actors in the process and finding ways to merge with or migrate from other, more widespread p,m&e methods.

We will be offering “open” OM workshops in Guatemala City, Guatemala in July 2010 and Lima, Perú in August 2010. For more information consult the events listings at outcomemapping.ca and iifac.org.



The CLAMA Team, September 2009. From left to right; Natalia Ortiz, Ana Rubio, Javier Pacheco, Ricardo Wilson-Grau, Beatrice Briggs, Alberto Bracagioli, Kaia Ambrose, Federico Burone, Colleen Duggan, Trish Wind. Missing: Lucia Battegazore.

Thanks to Javier Pacheco and Ana Rubio for their help in preparing the report.

Middle East and North Africa



By Ziad Moussa, American University of Beirut, Lebanon

The Arabic version of the book “Outcome Mapping: Building Learning and Reflection into Development Programs” has been released in December 2009 by the Arab Scientific Publishers Inc. Dr. Mohamed El Fouly developed the final Arabic version of the book while Ziad Moussa reviewed it.

The whole effort can be best referred to a collective “Arabization” effort rather than a classical translation one, especially that the book builds on the outcomes of three workshops that were organized by the Environment and Sustainable Development Unit (ESDU) of the American University of Beirut (AUB) between 2007 and 2009 in cooperation with the IDRC Evaluation Unit to develop a consensual Arabic terminology for OM that captures and projects into Arabic the subtleties and nuances behind the



The OM manual in Arabic

OM specific terminology. More than 30 researchers, development and evaluation practitioners took part in these 3 workshops.

Copies from the book can be ordered online on www.neelwafurat.com while the pdf version can be downloaded from the website of the Community.



The OM logo in Arabic

Building on the momentum created through the Arabization of OM, AUB-ESDU is launching in the Fall of 2010 a new project entitled “Mainstreaming Evaluation Theory and Practice in MENA” which aims at consolidating the developmental evaluation and the user-driven spirit which OM started developing in the region. The project which runs over 30 months and which is a continuation of the efforts undertaken since 2005 “likes to see” one or more national evaluation societies emerging during the project’s life while it would “love to see” a vibrant MENA Evaluation society established.

Europe: Renewed attention on the OM-LFA debate



By Jan Van Ongevalle, HIVA, Belgium

Looking for results

Donor agencies and policy makers are increasingly faced with the demand by their constituencies to show concrete results from the funding they have invested in development programmes. To assist them in result based programming, many back donors demand the use of the logical framework approach (LFA). At the same time, after having implemented logframes for several years now, donors, policy makers and field staff still face problems to receive all the necessary information about concrete results and effectiveness from the programmes they fund.

If you only have a hammer, all problems become a nail

There is a growing realisation that the logical framework largely treats development as a simple or complicated problem that can be solved through rigorous analysis (e.g. problem and solution trees) and thorough planning (e.g. smart indicators). While this approach may suit the technical domains of development (e.g. infrastructure projects) it faces some limitations for dealing with complex situations that involve people (e.g. capacity development, social change, sustainable development, policy influence). As with every tool the LFA may be useful in certain contexts but not all. *'If we only have a hammer, then every problem becomes a nail'*. There is nothing wrong with the hammer as such. A hammer remains an essential tool but it becomes a problem if you only have a hammer to fix the flat tyre of your bicycle.

Outcome Mapping – diversifying our tool box

In complex situations where a linear and predictable relationship between cause and effect does not exist, Outcome Mapping provides a strong alternative to the more established LFA. A quick scroll through the OMLC resource library shows a growing number of Outcome Mapping case studies and papers illustrating the limitations of the LFA and suggesting alternative tools or models for fusing LFA and OM.

There is a danger however that the debate around outcome mapping falls back towards an unhelpful discussion between those in favour of Outcome Mapping and the proponents of the logical framework approach.

To help the debate forward, the Dutch Development Policy Review Network (DPRN) is supporting three Belgian organizations (HIVA, VVOB, Vredeseilanden) and one Dutch organization (PSO) to implement a communication process that will allow these organizations to explore specific cases that use OM, LFA or an integrated OM&LFA approach. Through this process we hope to develop a better understanding of which elements of which approach work best in which context. We also hope to open this process to the OM community through the facilitation of ongoing discussions around OM and LFA. By the end of 2010 we hope to publish a case booklet and a learning brief that summarises specific lessons and recommendations concerning the use of LFA and OM. For more information you can visit <http://pme.global-connections.nl/>

SW4OM: Software for Outcome Mapping



By Matt Walton, IDRC, Canada

On September 19, 2009, a group of eight OM Community members convened at IDRC headquarters in Ottawa. The purpose of this meeting was to discuss challenges that people working with OM face in dealing with large amounts of project related data. We set out to develop potential solutions to these challenges using databases and other information communication technologies (ICTs).

Working with technology is never easy. As is often the case, we were faced with more problems than solutions. Fundamental to the principles of OM, each initiative is entirely different and should be treated appropriately. As such, each OM database solution needs to reflect these differences. In ICT-speak, this means we need to create custom applications for each OM instance. Although we wish we could provide a piece of software that could plug into all OM projects, such is not a reality.

In the end, we put together what we think are a useful set of 'modules' that can help other OM users develop their own solutions for dealing with OM data. Each module represents a set of activities and tools that will help contribute to the development of customized OM software. The following is a summary of these modules. For more details, additional resources and downloads, see the Outcome Mapping Software Wiki at: software4om.wikispaces.com.

Understanding your systems

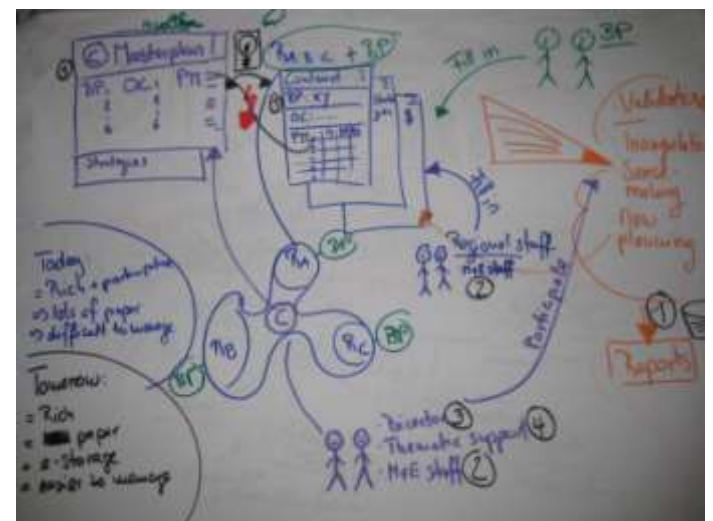
Before you can design software, you need to know exactly what you are designing it for. Who is using it, how will they use it, what data will they enter, what reports will they require? This module is about understanding your context and planning accordingly for your software solution. After all, if you don't plan for your software, your software will end up planning you.

In the world of Information Systems, technology is not the only element one needs to consider when designing software. Emphasis

should be placed on understanding use, process and data requirements well before trying to introduce technology. In coming to our software solutions, we went through several activities to help understand our various topics.

One of these activities is known as a 'rich picture'. Rich pictures are a tool for eliciting the explanation of *context, process and information systems*. The exercise involves creating simple, cartoon-like diagrams which explain information systems. The use of pictures, arrows and boxes helps to clarify roles, processes and logical groupings within Outcome Mapping projects. This exercise facilitates discussion amongst groups, forces decisions and provides a visual guide from which technology requirements can be interpreted.

Other planning activities explored in this workshop were user stories, process flow diagrams and data modelling techniques (all described in more detail on the wiki).



Data Collection

One of the conclusions that should arise from the planning techniques, mentioned above, is how data will be collected. This is entirely dependent upon the nature of the OM project and the processes that are appropriate to the stakeholders involved. For participants of this workshop, data collection was usually, though not always, the process of obtaining and inputting outcome journals. For some, this involved a paper and pencil exercise where outcome journals were recorded in the field and taken to a central project office, where they would be input into a system by project staff. For others, this was a decentralized process, where boundary

partners provide this information remotely, and data is transferred over the Internet to a central database.

During our workshop, we explored many types of collection tools, including FileMaker, Google Forms, MS Excel spreadsheets and many others. Explanations and examples of each are all available on the wiki.

Data Storage

Data can be stored in many different formats using many different technologies. However, during our workshop we chose to focus on creating customized database solutions for our OM projects using software called FileMaker. This is a very simple to use database application, which easily allows users to create and manage tables and interfaces. Customizable databases such as FileMaker and MS Access ensure that all the contextual information and processes surrounding an OM project can be included in your software. However, there are also some excellent applications that are already configured according to OM specifications outlined in the OM book. These are the Gendered OM platform, available online at www.gendereedom.net and an MS Access database application, available for download on the wiki.

Interpreting OM data

Finally, we looked at how OM data can be interpreted in a meaningful and insightful manner. For OM projects, this typically means interpreting different data fields related to progress markers as boundary partners move towards (or not) intended outcomes. This area posed the most difficulty for our workshop. However, we were able to generate some questions that may hopefully spark conversation that could lead to digitizing progress markers.

The following questions arose during our discussion on digitizing progress markers:

- What role do boundary partners play in assessing their own change? How can they be incorporated into the assessment process?
- What are the parameters for qualifying progress markers?
 - trending up/down?
 - scale of progress: 0-100, 0=low, 100=high
 - complete? yes/no
 - most significant change? which progress marker was most significant
 - is a follow-up required?
- Is there additional information/evidence that can be used to triangulate/strengthen assessments? How is this information collected and stored?
 - emails, letters, pictures, videos, stories, etc
- With what frequency has mention of change been found in data collected?

Closing

If anything, this exercise has generated more questions than answers. This is why we have tried to keep the dialogue open by sharing our experiences in a wiki, where others can join the conversation. We hope that by framing this conversation through the modules mentioned here, that we can elicit more lessons, examples and resources related to managing OM data from the community of OM users.

In sum, this workshop helped us discover that developing an OM database is a lot like developing an OM project or program, such that: there are no simple solutions, proper planning is essential and it all depends on context.

Progress Markers - an alternative categorisation guide



By Julius Nyangaga and Heidi Schaeffer

In Outcome Mapping, progress markers are the main tool for observing changes in the behaviour of boundary partners (BPs) over time, and they provide a method for obtaining evidence of a project's contribution to longer-term impacts. The Outcome Mapping manual proposes a categorization of progress markers (PMs) in terms of what the project 'expects to see', 'would like to see' and 'would love to see' the boundary partner doing differently. A research study was recently conducted to analyze how project teams using OM have formulated their progress markers and to establish if an alternative categorisation



following the Knowledge-Attitude-Practice (KAP) sequence can also be applied. This article provides a short summary of that research.

No support for KAP Sequence

The research involved the examination of 32 sets of progress markers to identify patterns among them; the hypothesis being that 'expect to see' PMs correlate more or less with knowledge, 'like to see' with attitudes and 'love to see' with practice. However, the researchers did not find strong support for the K-A-P model as the majority of the PM varied from simple to complex actions that, in many instances, encompassed change in knowledge, attitudes and practices at the same time. In the final analysis it became clear that the K-A-P model of change was not an effective tool for identifying stages of behaviour in Boundary Partners. Instead the research revealed a pattern that could be used as a guide in developing progress markers; a guide that could be an alternative to the conventional 'Expect to see → Like to see → Love to see'.

By definition, all PM's are about change in actions, interactions and relationships of a single Boundary Partner and PM's can be interpreted as practices of one form or another. The researchers

were able to cluster these practices in to three groups which rather than being organised by complexity, as the conventional model suggests, are organised by type of practice. The three types of practice, call them P1, P2 and P3 are defined as follows:

Markers consistent with promotion and sustained change

P1 practices are those that describe the boundary partner developing an understanding of the project's vision and mission, appreciating their role and that of other stakeholders (including the beneficiaries), and understanding the implications of the project on their environment (social, economic and bio-geographical). It is about BPs being strengthened to move in the direction of their vision of change and will usually start with understanding themselves, the beneficiaries, and the environment better. For example; appreciating the importance of and participating in meetings, seeking out additional information from external sources and seeking out information on the project's stakeholders.

P2 level practices describe the BPs commitment to their own change process. The change is demonstrated by a consistent participation and/or promotion of the project's vision and mission to other people, groups and organizations. They describe how the BP is taking part in the change process and communicating the project goals to others, promoting participation, calling for support and/or making the desired change relevant to other actors. Examples include carrying out particular tasks, identifying and collaborating with key actors and forming learning networks.

P3 practices are consistent with institutionalization of intended change and the regularization of change and policy development. At the individual and group levels, they demonstrate cultural transformation. At institutional (organizational, national, regional or international levels) the actions are reflected in new procedures, systems and policies embedded into values, rules and regulations. The following examples show BP actions consistent with sustained change, advocacy and or policy influence: Facilitating continuous monitoring and evaluation beyond project support, updating and

developing policies and processes in line with project vision and modifying/creating institutional structures to integrate targeted stakeholders.

Complement the categorizations

The categorization of PMs into P1 (*knowledge and awareness enhancement*), P2 (*involvement and promotion*) and P3 (*regularization and institutionalization*) could provide an alternative to the conventional model but could also be used alongside the 'Expect to see → Like to see → Love to see' model by adding clarity about what the behavioural change looks like as you progress through the model. Furthermore, the alternative model allows for the customisation of PM clusters based on the nature of the initial relationship between the BP and the project. For example, if the BP is initially hostile to the project and maligned to the vision and mission then the focus should be on P1 and P2 since the focus

would then be increasing their knowledge as to the programme's background and justification in order to encourage their acceptance or tolerance. When Project teams are working with Boundary Partners who are more aligned and supportive, the mission will be better served if they target entrenchment of change through P2 and P3 type practices.

To conclude, the analysis of 32 sets of progress markers provided by various project teams show a systematic progression of change that relates to practices clustered around three types: knowledge acquisition and awareness, involvement and promotion and regularization and institutionalization of change. With similar types of projects, this sequence can be used as an alternative or complementary guide to the conventional 'Expect to see', 'Like to see' and 'Love to see' categorization.

Community News

Outcome Mapping workshops

5 days Outcome Mapping Training & Workshop in Switzerland

Date: Mon 28 June — Fri 02 July 2010
Location: Zurich, Switzerland
Summary: AGRIDEA is hosting a 5-day OM training focusing on three key topics: (1) Conception and Planning of programs with Outcome Mapping (2) Monitoring and Evaluation of programs with Outcome Mapping (3) Fusion of Logical Framework Approach and Outcome Mapping.
Contact: carsten.schulz@agridea.ch

Outcome Mapping training in Beirut

Date: Mon 28 June – Friday 2 July 2010
Location: Beirut, Lebanon
Summary: This 5 days training explores how researchers and development practitioners can – through OM - break away from the prevailing M&E systems that are often confined to linear attribution-oriented models and which tend to overshadow the dynamics of change in complex R&D environments. Bring your project's M&E framework with you and lets re-work it together.
Contact: ziadmoussa@yahoo.com

Introduction to OM

Date: Wed 7 — Fri 9 July 2010
Location: Universidad Rafael Landivar, Guatemala City, Guatemala
Summary: A three day introductory workshop in Spanish led by Beatrice Briggs. *Further information:* <http://www.scribd.com/doc/31633946/Taller-Mapeo-de-Alcances-en-Guatemala>
Contact: gulartecos@gmail.com

Outcome Mapping training in London

Date: Tues 24— Fri 27 August 2010
Location: London, UK
Summary: A 4-day workshop hosted by the Overseas Development Institute and facilitated by Terry Smutylo and Simon Hearn to introduce the basic principles of Outcome Mapping.
Contact: e.cardoso@odi.org.uk

Other events

Exploring Evaluation 5.0 - a learning event for practitioners

Date: Wed 23 June 2010 — Fri 25 June 2010
Location: Amsterdam, Netherlands
Summary: In this 2 ½ -day learning event we create a space for the various actors involved in evaluations processes to explore relationships, behaviours and methodologies and tools in evaluation (such as Most Significant Change, Outcome Mapping)
Contact: www.evaluators5-0.net

The Evaluation Conclave 2010

Date: Mon 25 June 2010 — Thurs 28 October 2010
Location: Delhi, India
Summary: The event will attract global thinkers engaged in cutting edge evaluation research, theorizing, or practice who seek opportunities to push their thinking in new directions and are interested in applying ideas in a South Asian context.
Contact: contact@evaluationconclave.org

Participatory Planning Monitoring and Evaluation Course

Date: Mon 16 — Fri 27 August 2010
Location: Kampala, Uganda
Summary: In this course, we expose participants to an intricately balanced approach to a fusion of different schools of thought and practices in contemporary monitoring and evaluation. We blend practical approaches to Participatory Monitoring and Evaluation.
Contact: charles.warria@iirr.org

EASY-ECO Conference on Sustainable Development Evaluation

Date: Wed 17— Fri 19 November 2010
Location: Brussels, Belgium
Summary: This conference will take stock of almost a decade of the EASY-ECO programme and SD evaluation practice at EU and national levels in order to identify the challenges ahead. Practitioners, employees of public institutions and academics are invited to submit abstracts by 15 June 2010.
Contact: tbauler@ulb.ac.be

New resources in the community library

Presentations on OM

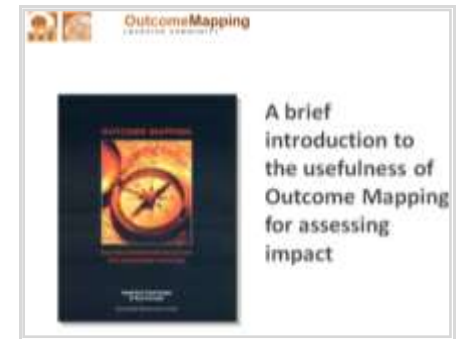
Programme framework VECO programme 2008 2010

Slides which describe how VECO has adapted the OM framework over the years to guide their sustainable agriculture chain development programme as well as the linkages and the 'keys' to merge our OM-based framework with LFA.



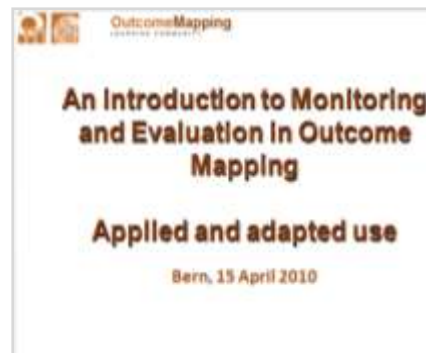
A brief introduction to the usefulness of Outcome Mapping for assessing impact

A short presentation given by Kaia Ambrose at the 'OM meets Seval' meeting in Bern, Switzerland, 15 April 2010. The presentation introduces OM in the context of assessing impact.



An introduction to Monitoring and Evaluation in Outcome Mapping

A short presentation given by Ricardo Wilson-Grau at the 'OM meets Seval' meeting in Bern. The presentation introduces describes two approaches to using OM for M&E: applied use and adapted use.



RAPID Outcome Mapping Approach - ROMA

A presentation given by Simon Hearn at the 'OM meets Seval' meeting. It describes the approach developed by the Research and Policy in Development programme at ODI for strategic planning and monitoring of policy influencing



OM resources in Spanish

A View from the South: Four case studies

Four case studies from Latin America, reflecting on the use of OM and the impact in the organizations during the introduction of the method. The organizations profiled are the Latin American Trade Network (Argentina), Corporación Grupo Randi Randi (Ecuador), Institute of Education and Health (Peru) and the Social Foundation of the Palm Fruit (Colombia).



Mapping Outcomes: A guide involving local partners

A practical handbook which facilitates the use of OM with partners and members of grassroots communities in planning, monitoring and evaluation of development projects.



The OM Notebook: a guide for facilitators

This guide provides procedures and information based on a range of experiences and trainings on OM since 2002, incorporating new developments in the practice of planning, monitoring and evaluation.



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