OutcomeMapping
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Welcome to the OM community webinar:

Introduction to Outcome Mapping

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Simon Hearn, Overseas Development Institute

s.hearn@odi.org.uk

www.outcomemapping.ca

Questions and Discussion Guidelines

- To ask a question directly to the <u>presenters and panellists</u>

  - Use the 'Questions' window in GoToMeeting

- If you want to <u>say something verbally</u>

 - Raise your hand by clicking the hand icon and wait to be unmuted

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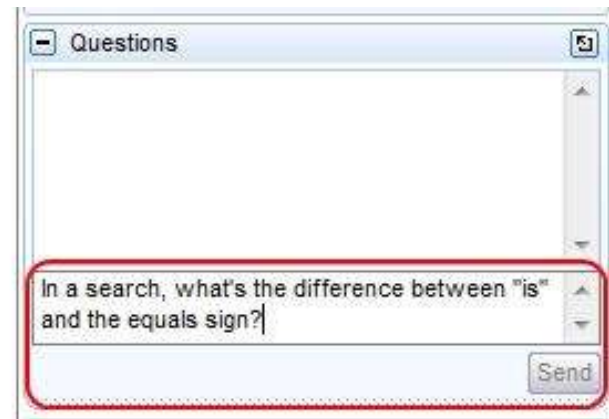
Outline and aims

1. Introduce principles of OM
2. Give an overview of the steps
3. Introduce the OM community
4. Q&A

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Acknowledgements

This presentation makes use of various materials that were shared by members of the global OM community. Without being exhaustive, special thanks goes to Terry Smutylo, Steff Deprez, Jan Van Ongevalle, Robert Chipimbi, Daniel Roduner, Kaia Ambrose and many others.

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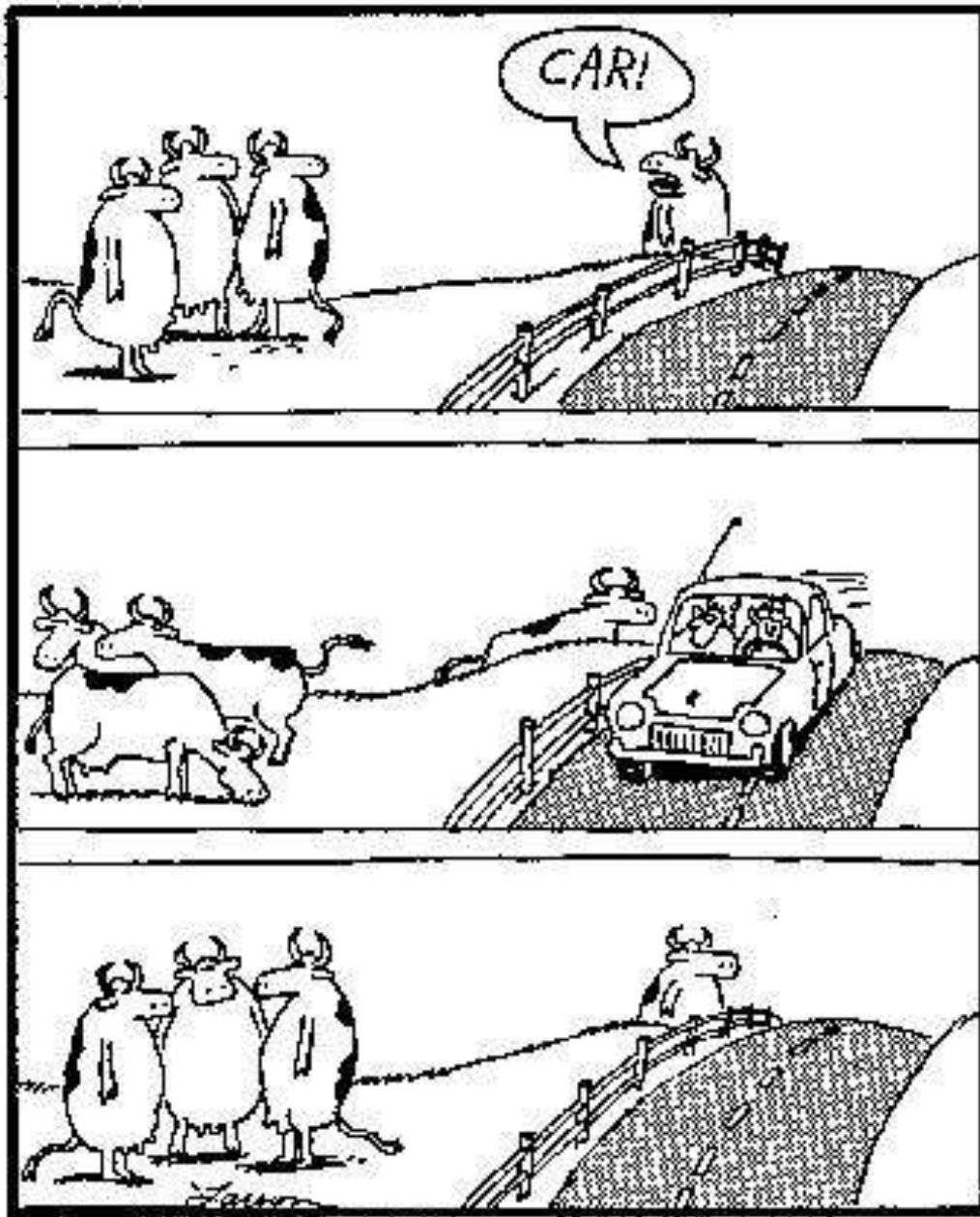
Social change can be…

- **Complex**: involve a confluence of actors and factors

- **Unstable:** independent of project duration

- **Non-linear:** unexpected, emergent, discontinuous

- **Two-way:** intervention may change

- **Beyond control:** but subject to influence

- **Incremental, cumulative:** watersheds & tipping points

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# Challenges in evaluating in social change interventions

1. Establishing cause & effect in open systems

2. Measuring what did not happen

3. Reporting on emerging objectives

4. How do you define success?

5. Timing – when to evaluate

6. Encouraging iterative learning among partners

7. Clarifying values

8. Working in 'insecure' situations

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Source: Terry Smutylo
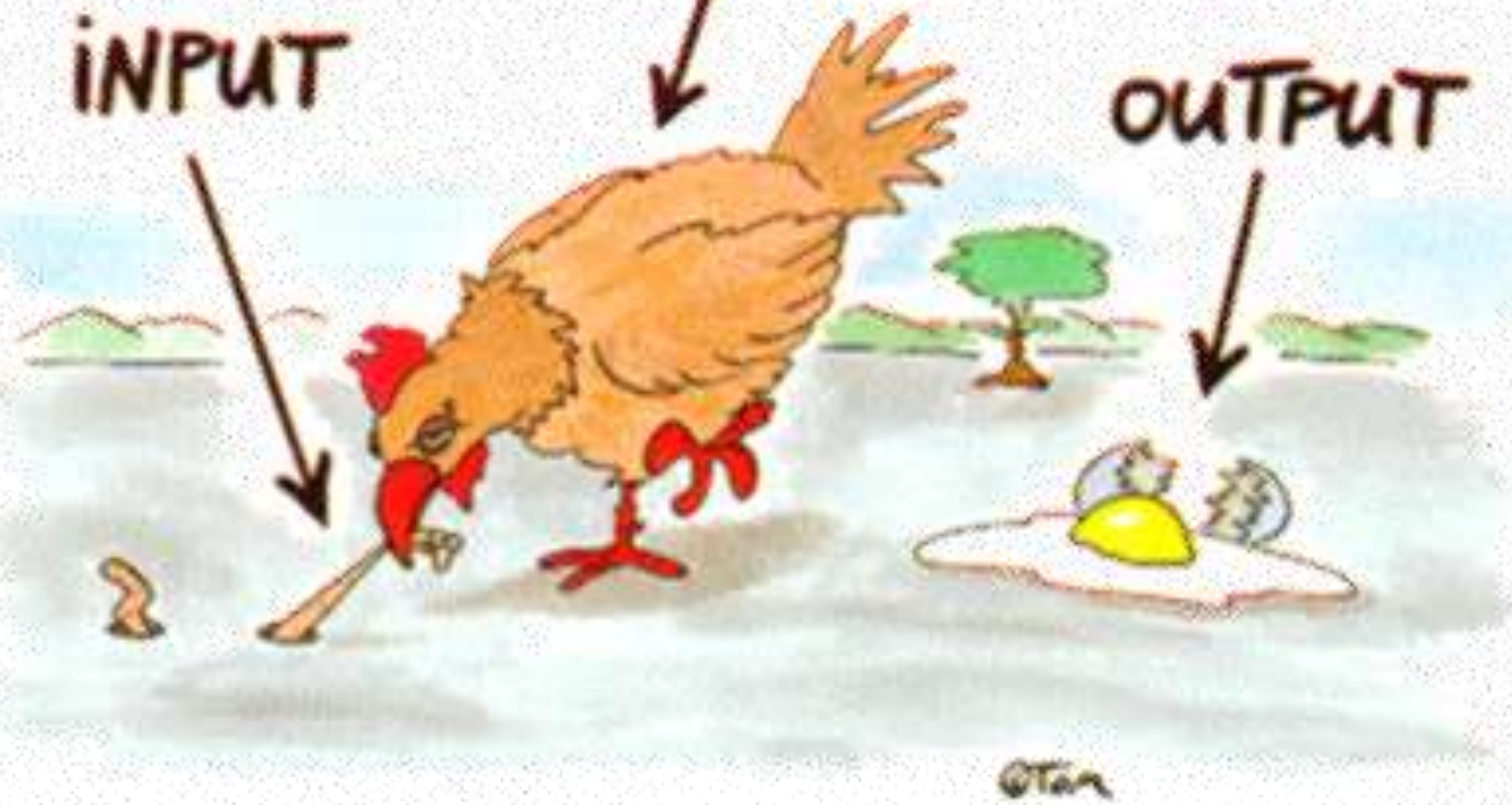
Brief definition of OM

- A participatory method for planning, monitoring and evaluation

- Focused on changes in behaviour of those with whom the project or program works

- Oriented towards social & organizational learning

OM: Brief history

- **1990s**: post-Rio need to demonstrate 'sustainable' results

- **1998**: Barry Kibel and Outcome Engineering

- **1999**: Methodological collaboration with projects

- **2000**: Publication of manual in English

- **2002**: Training, facilitation & usage globally

- **2006**: OM Learning Community

- **2008**: CLAMA

- **2010**: East Africa and beyond

OUTCOME ENGINEERING
TOOLBOX
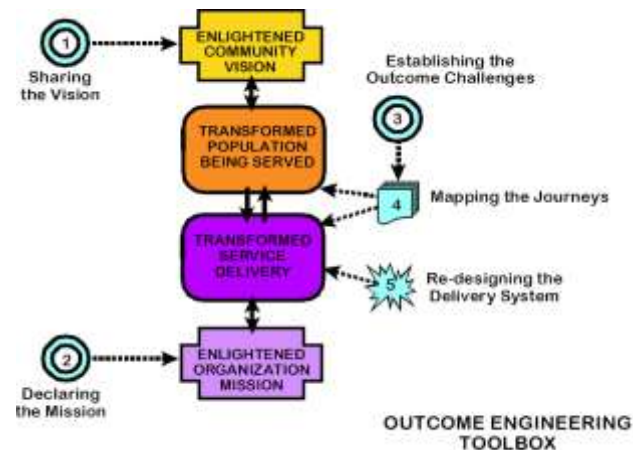
"The only real voyage of discovery exists, not in seeing new landscapes, but in having new eyes"
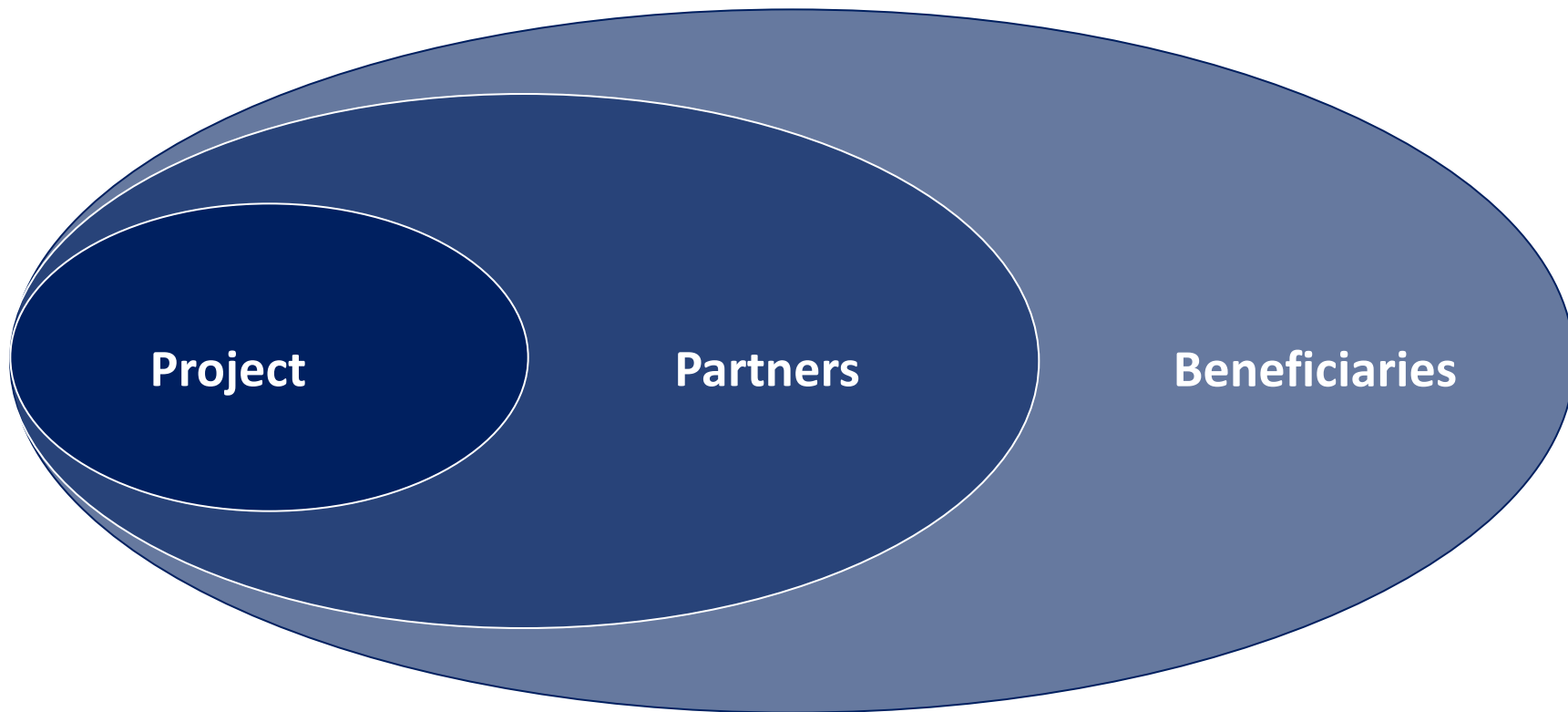
Marcel Proust

Three key concepts in OM:

1. Sphere of influence

2. Boundary Partners

3. Outcomes understood as changes in behaviour
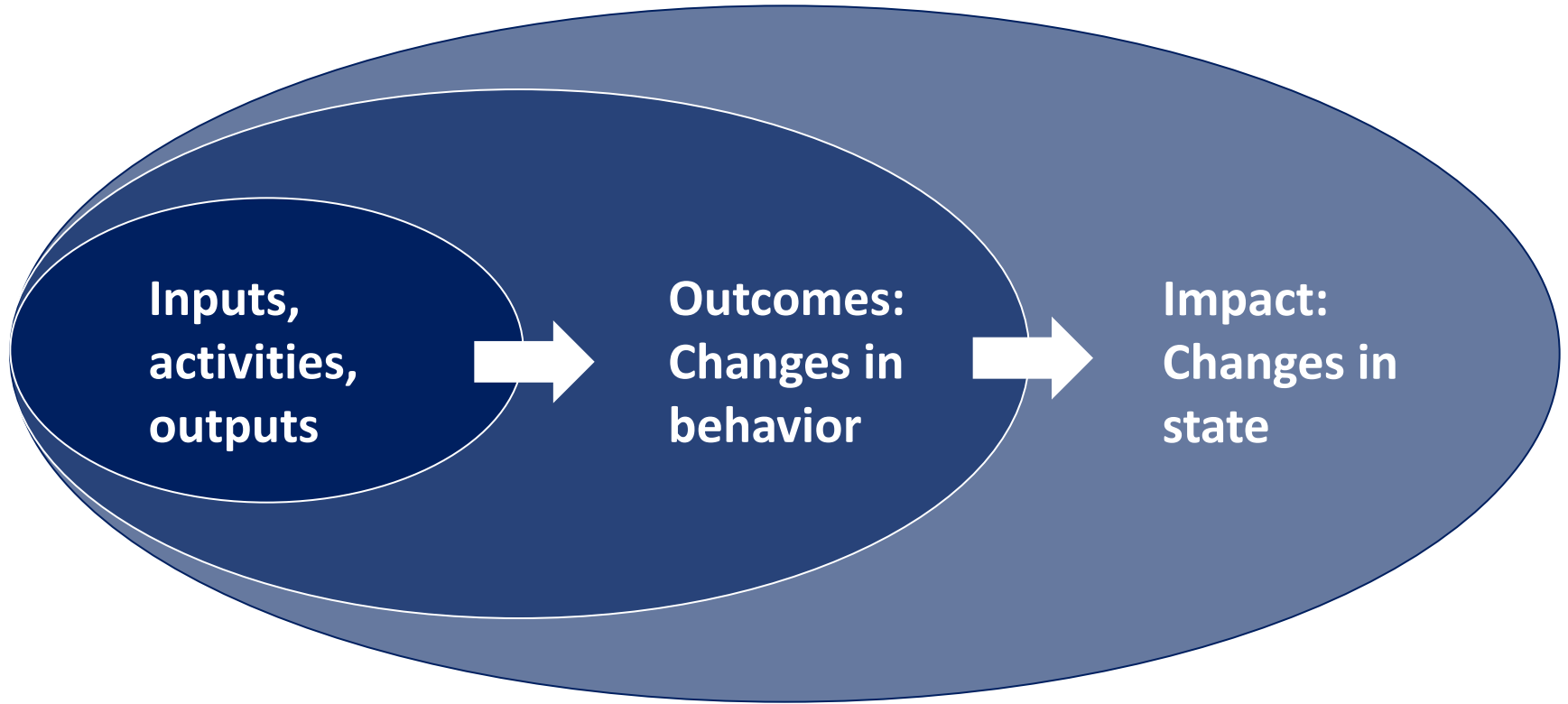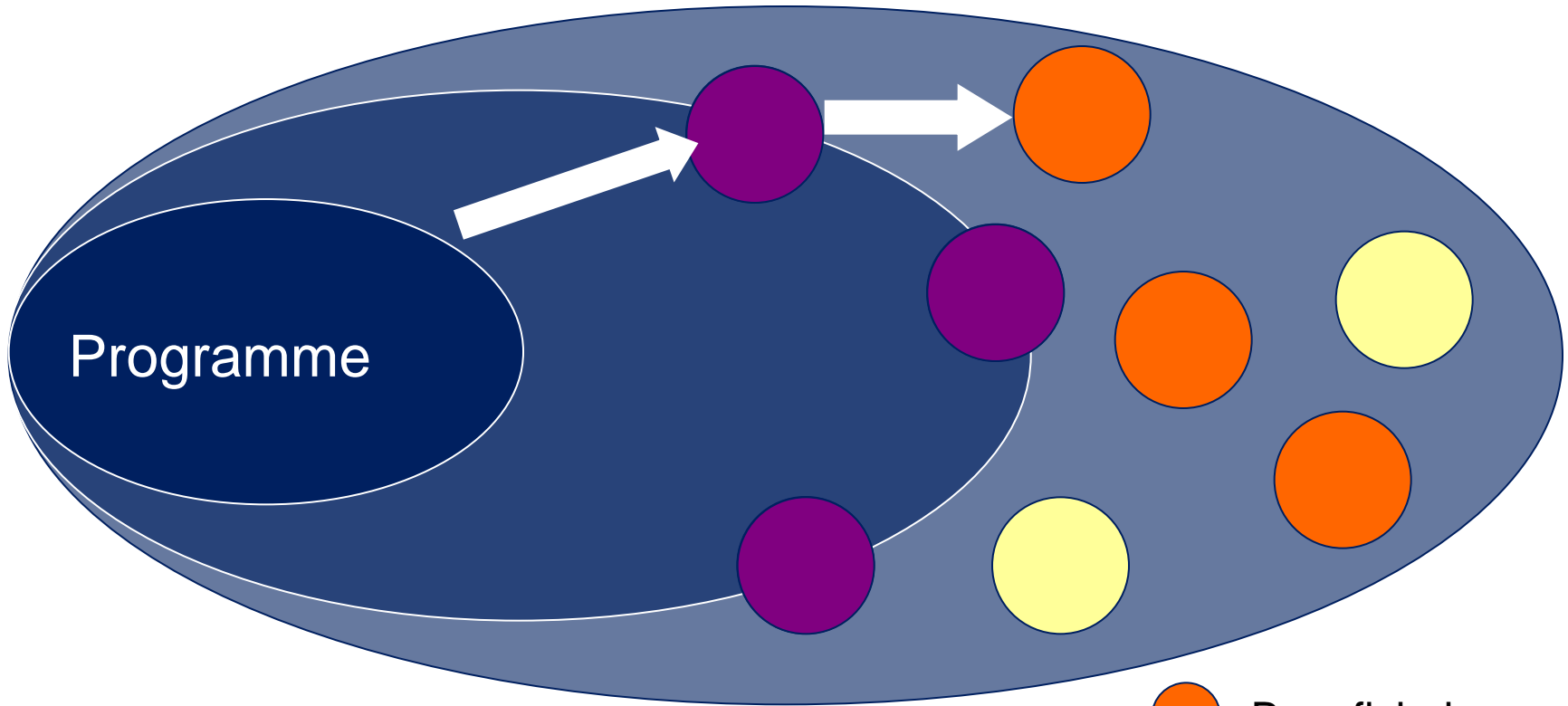
There is a limit to our influence

There is a limit to our influence

Who are your boundary partners?
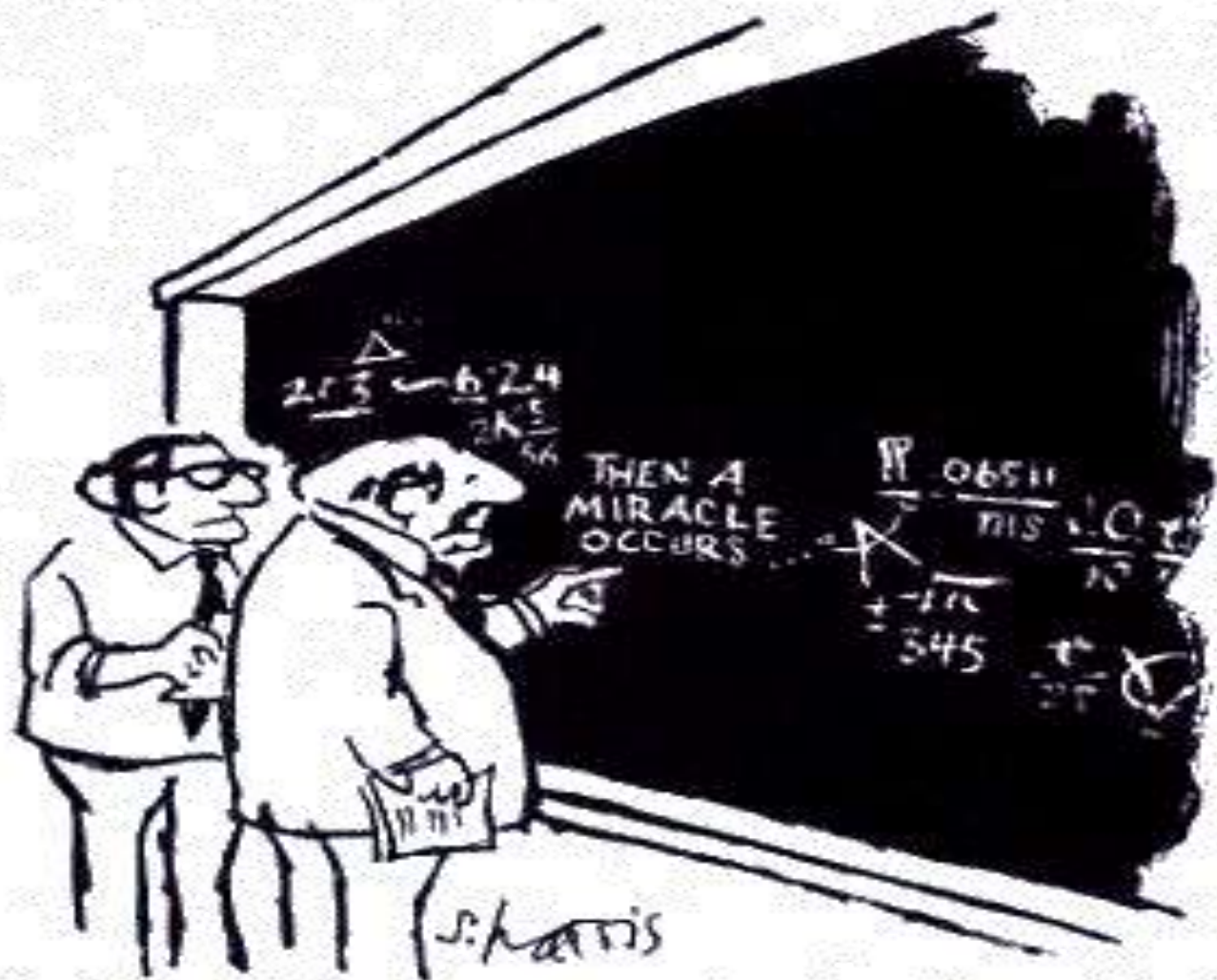
"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

The Problem with *Impact*

Impact implies…	The reality is…
Cause & effect	Open system
Positive, intended results	Unexpected positive & negative results occur
Focus on ultimate effects	Upstream effects are important
Credit goes to a single contributor	Multiple actors create results & need credit
Story ends when program obtains success	Change process never ends

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Source: Terry Smutylo

Focus of Outcome Mapping

Program influence decreases

Community ownership increases

| Inputs | → | Activities | → | Outputs | → | Outcomes | → | Impacts |

Outcome Mapping

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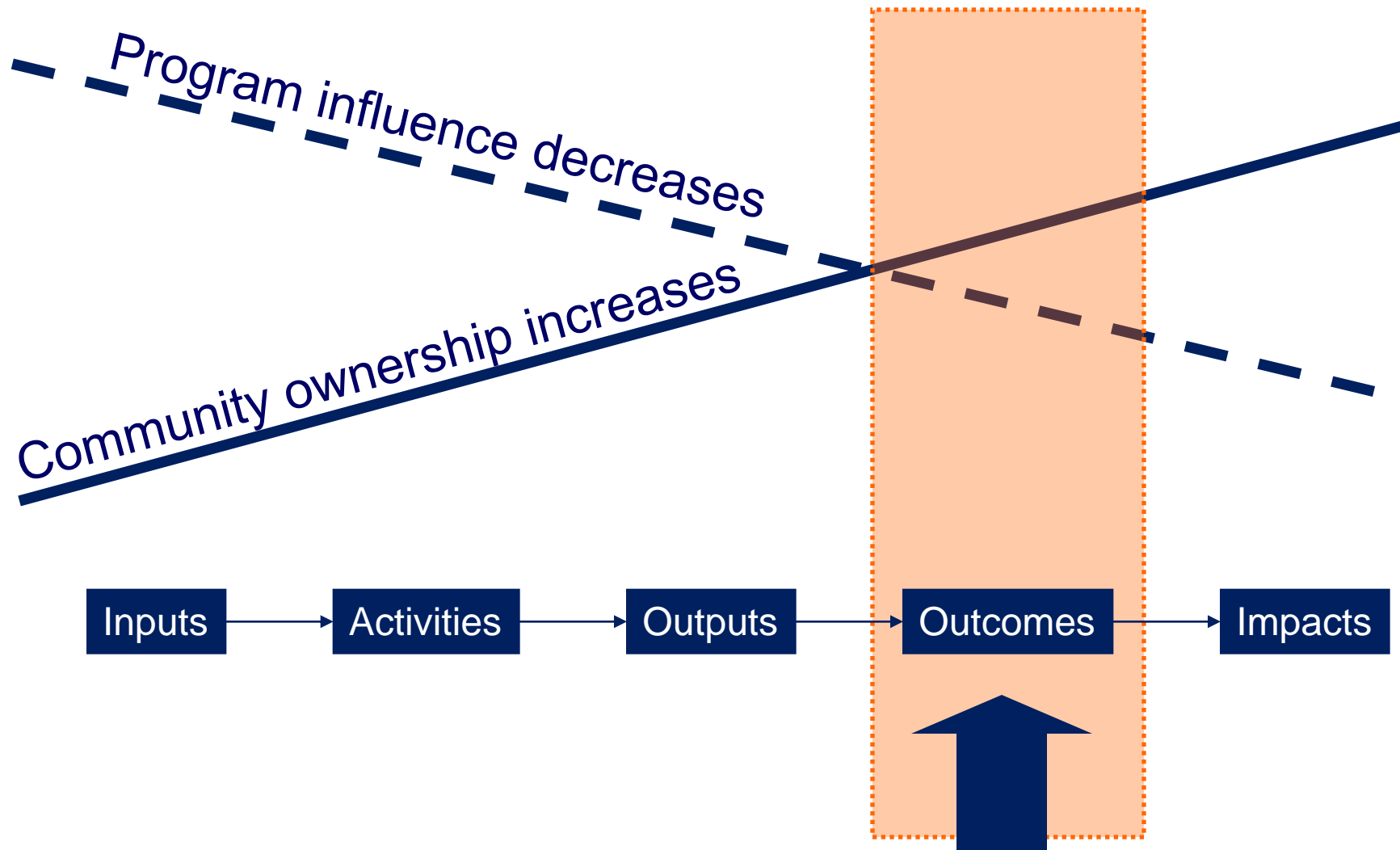
THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN

STEP 1: Vision

STEP 2: Mission

STEP 3: Boundary Partners

STEP 4: Outcome Challenges

STEP 5: Progress Markers

STEP 6: Strategy Maps

STEP 7: Organizational Practices

OUTCOME & PERFORMANCE MONITORING

STEP 8: Monitoring Priorities

STEP 9: Outcome Journals

STEP 10: Strategy Journal

STEP 11: Performance Journal

EVALUATION PLANNING

STEP 12: Evaluation Plan

4 Key Planning Questions

Why?	Vision
Who?	Boundary Partners
What?	Outcomes Challenges, Progress Markers
How?	Mission, Strategy Map, Organizational Practices

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improved human, social, & environmental wellbeing

Step 2: Mission

The mission is that "bite" of the vision statement on which the program is going to focus.

Step 3: Boundary Partners

Those individuals, groups, & organizations with whom a program interacts directly to effect change & with whom the program can anticipate some opportunities for influence.

Step 4: Outcome Challenge

- Describes behaviour of a single boundary partner

- Sets out the ideal actions, relationships activities

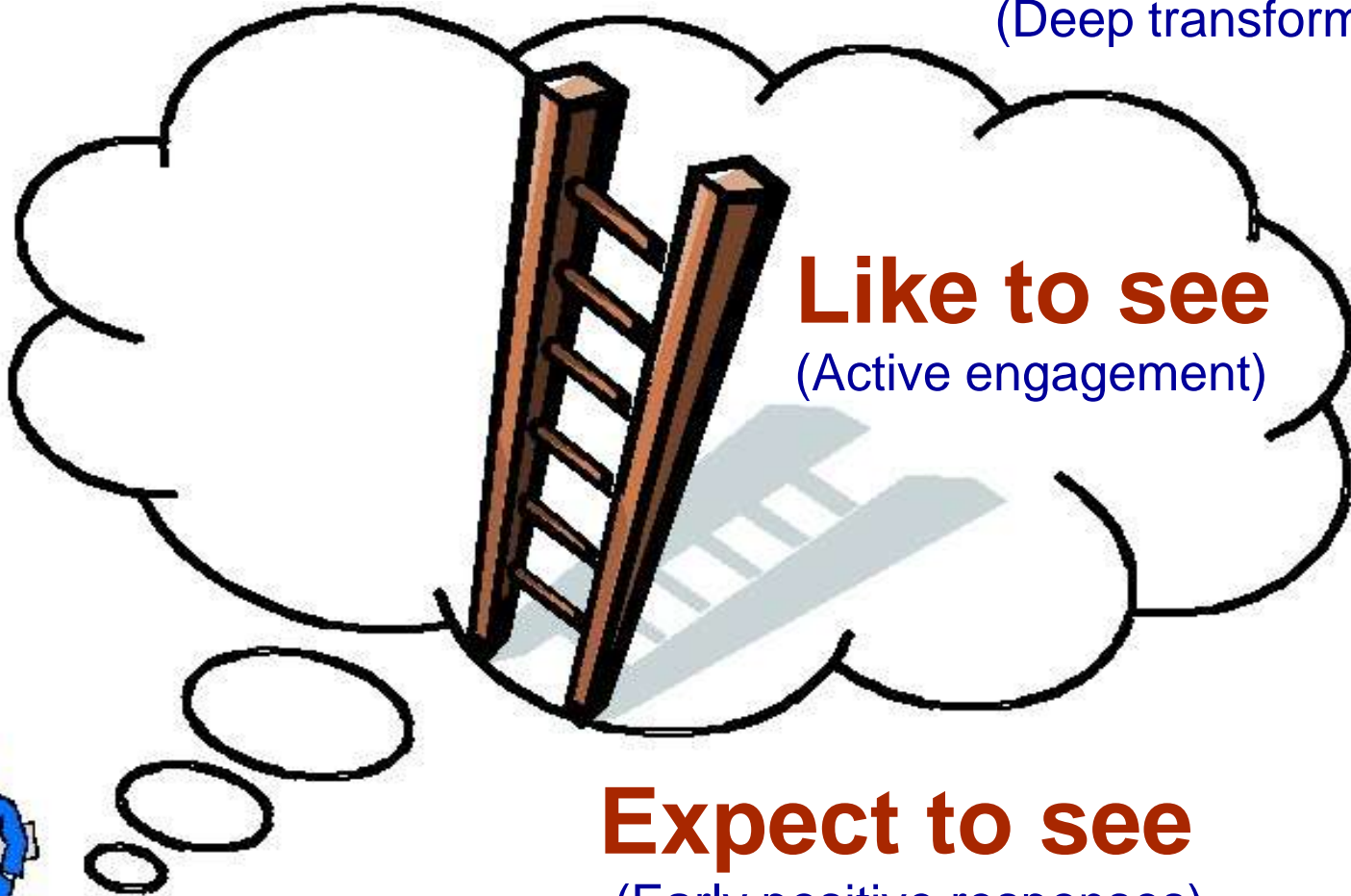- Describes the boundary partner's contribution to the vision

Step 5: Progress Markers

Love to see
(Deep transformation)

Like to see
(Active engagement)

Expect to see
(Early positive responses)

How can we measure…

Greater awareness…
Empowered women…
Community ownership…
Reduced conflict…
Increased collaboration…
Governmental commitment…
Gender sensitivity…
Equal access…
Budgetary transparency…
Active participation…
Poverty alleviation…
Strengthened capacity…

?

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Step 6: Strategy Maps

	Causal	Persuasive	Supportive
I			
E			

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Step 7: Organisational Practices

1. Prospecting for new ideas, opportunities, and resources

2. Seeking feedback from key informants

3. Obtaining the support of your next highest power

4. Assessing and (re)designing products, services, systems, and procedures

5. Checking up on those already served to add value

6. Sharing your best wisdom with the world

7. Experimenting to remain innovative

8. Engaging in organizational reflection

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Five kinds of monitoring information

Contextual Information

Program

Partner

Strategies
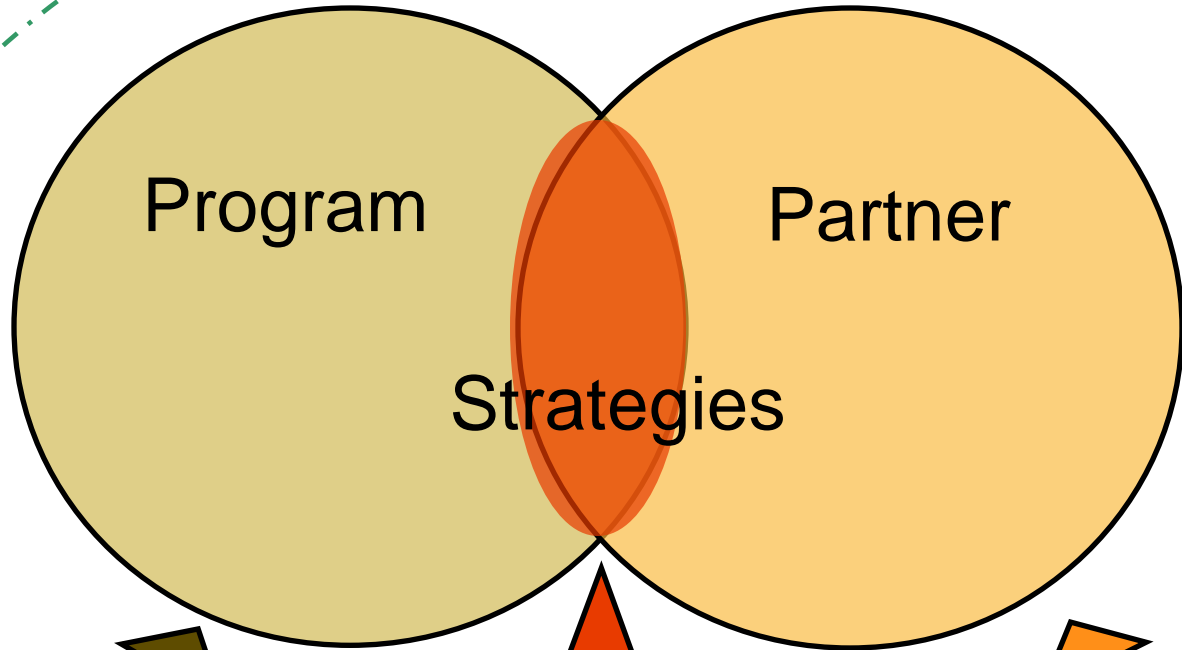
State, status or situational data

relevance & viability
(actions of the program)

implementation
(interventions by the program)

outcomes
(behaviour changes in the partners)

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Password:
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Register | Lost your login?

Interactive map

[Jump to: ▼]

Welcome to the OM online community

You've arrived at the Outcome Mapping Learning Community, developed in close collaboration with users of Outcome Mapping from across the world. Whether you are starting out on your journey with Outcome Mapping, or are a seasoned traveller, we hope the site will be a virtual hub for you to share experiences, contact other users of Outcome Mapping, and have fun!

ON THE SITE YOU CAN:

- **Register** and become a member of this exciting Community
- Join in or initiate **Discussions forums** and debate burning ideas and issues...
- Find out about other **Community members** and see who is doing what on Outcome Mapping...
- Browse OM articles, papers and other **Resources** using our fully-searchable online library...
- Learn more about **OM applications** from around the world...
- Stay informed about forthcoming **Events...**

KEY INFORMATION

- For an intorduction to OM and the Community, see the **OMLC Brochure**
- To learn more about how to use the community website, see the **User Guide**

Latest updates...

DISCUSSION FORUMS
Michael O'Brien, 12/10/07
AW: Outcome Mapping Presentation

koffi arthur, 12/10/07
RE : Re: Outcome Mapping for Programme and Project Planning,

▸ Discussion forums

UPCOMING EVENTS
01/23/08 Bangkok, Thailand
Project Monitoring and Evaluation

02/26/08 United Kingdom
Outcome Mapping for Programme and Project Planning

▸ Events calendar

NEW OM APPLICATIONS
Zimbabwe, added 08/17/07
Outcome Assessment of the New Seed Initiative for Maize in South Africa (NSIMA)

Lebanon, added 08/17/07
Municipal Development Support in Tyre District, South Lebanon

▸ OM applications

WELCOME TO OUR LATEST MEMBERS
12/14/07 Antananarivo, Madagascar
CAPROTTI MATTEO

12/13/07 Poland
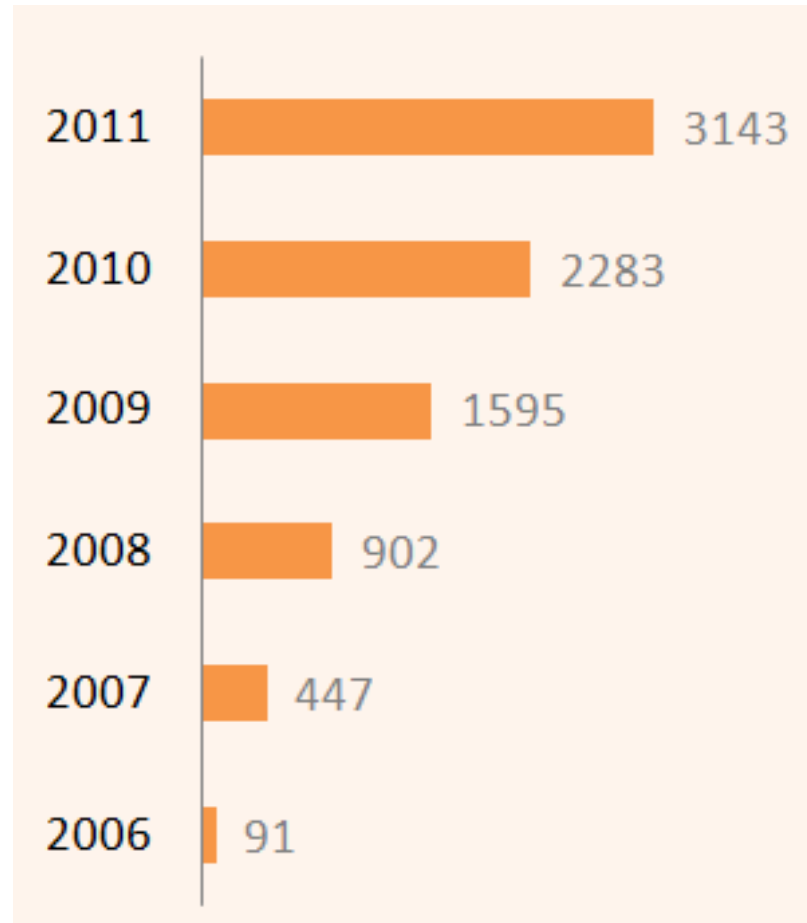**Monika Dziegielewska-Geitz**

▸ Community members

EVOLVING EXPERIENCES FROM AROUND THE WORLD

http://www.outcomemapping.ca

Over 3000 members

2011 — 3143
2010 — 2283
2009 — 1595
2008 — 902
2007 — 447
2006 — 91

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Broad domain of discussion

33	Principles/values of OM…
23	Monitoring journals
21	Use of intentional design…
19	Learning from failure
13	Fusion of OM/LFA
9	Evaluations using OM
9	Complexity theory
9	Randomised evaluation
9	ICT enabled M&E
8	Donor requirements
7	Systems approaches
6	OM in governance progs
6	Theories of change
2	Value for money

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Core acitivities

Discussions

Newsletters

Webinars

Face to face meetings

Flagship initiatives

Practitioner guide

OM Lab

OM mapping

Effectiveness Study

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outcome mapping

Frequently Asked Questions (FAQs)

This highlight brief is intended to provide individuals, groups or organizations a summary of some of the most common questions asked about outcome mapping. The questions are intended to guide the reader in determining the usefulness of outcome mapping for their particular context.

FAQ #1: What is outcome mapping?

Outcome mapping (OM) is a methodology for planning and assessing development programming that is oriented towards change and social transformation. OM provides a set of tools to design and gather information on the outcomes, defined as behavioural changes, of the change process. OM helps a project or program learn about its influence on the progression of change in their direct partners, and therefore helps those in the assessment process think more systematically and pragmatically about what they are doing and to adaptively manage variations in strategies to bring about desired outcomes. OM puts people and learning at the centre of development and accepts unanticipated changes as potential for innovation.

FAQ #2: How do I know if OM is an appropriate approach for me to use?

OM can provide a set of tools that can be used stand-alone or in combination with other planning, monitoring and evaluation systems, if you want to:

- Identify individuals, groups or organizations with whom you will work directly to influence behavioural change.
- Plan and monitor behavioural change and the strategies to support those changes.
- Monitor internal practices of the project or program to remain effective.
- Create an evaluation framework to examine more precisely a particular issue.

OM is a robust methodology that can be adapted to a wide range contexts. Potential users of OM should be aware that the methodology requires skilled facilitation as well as dedicated budget and time, which could mean support from higher levels within an organization. OM also often requires a "mind shift" of personal and organizational paradigms or theories of social change.

Further Information

- Visit the OM learning community:
  www.outcomemapping.ca

- Contact:
  Simon Hearn
  s.hearn@odi.org.uk

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