Outcome Mapping

Planning, Monitoring and Evaluation

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# Outline and aims

1. Introduce principles of OM

2. Give an overview of the steps

3. Present an example of OM application

4. Q&A

OutcomeMapping
LEARNING COMMUNITY

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.

OutcomeMapping
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Source: A guide for project M&E: IFAD
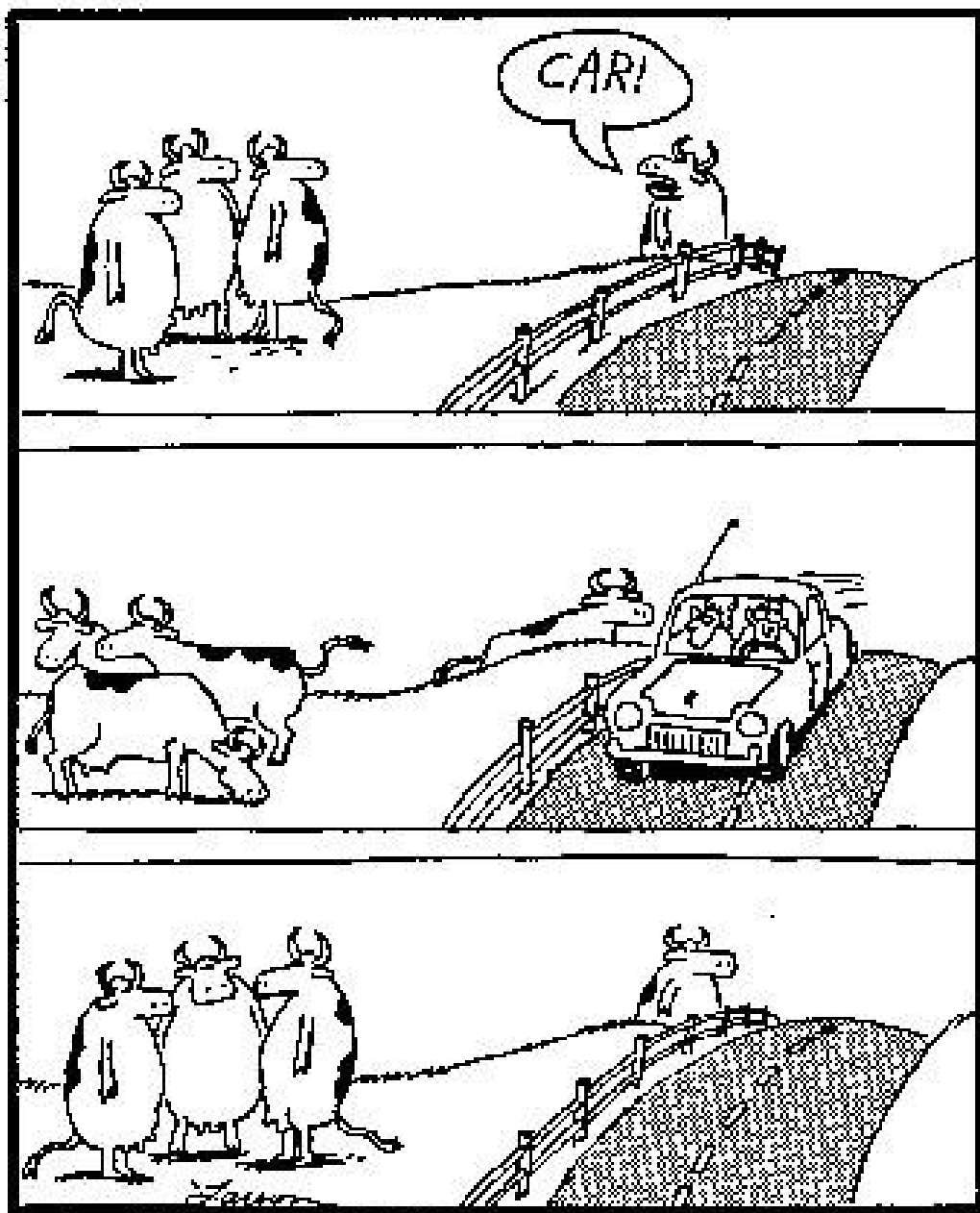
Social change can be…

- **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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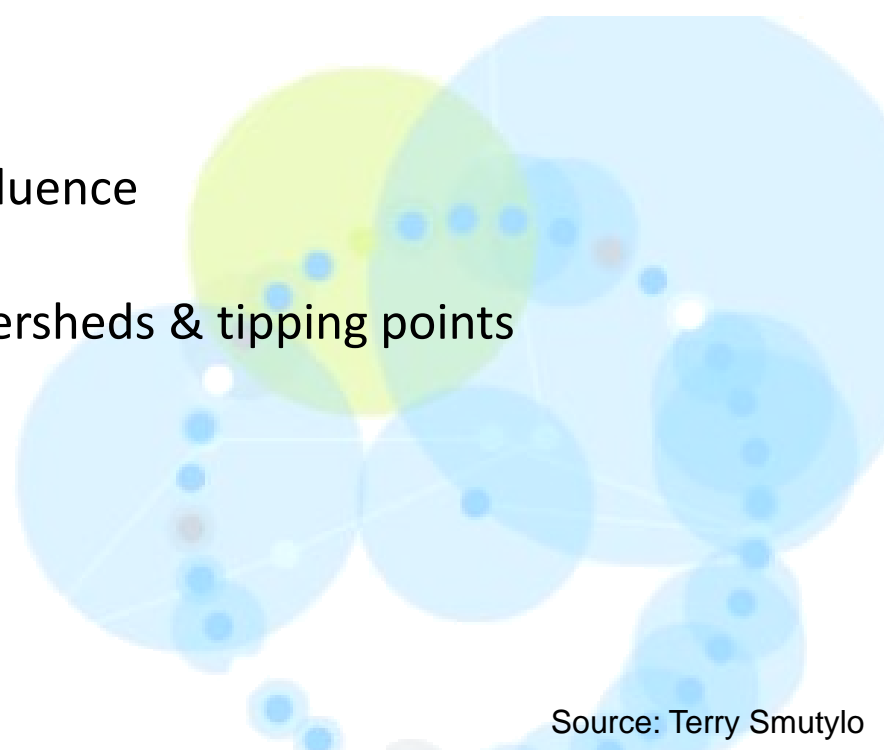
Challenges in evaluating in social change interventions

1. Establishing cause & effect in open systems

2. Measuring what did not happen

3. Reporting on emerging objectives

4. Justify continuing "successful" interventions

5. Timing – when to evaluate

6. Encouraging iterative learning among partners

7. Clarifying values

8. Working in 'insecure' situations

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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

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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

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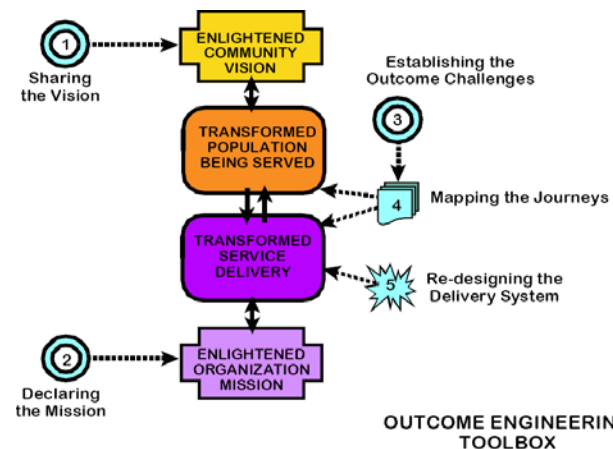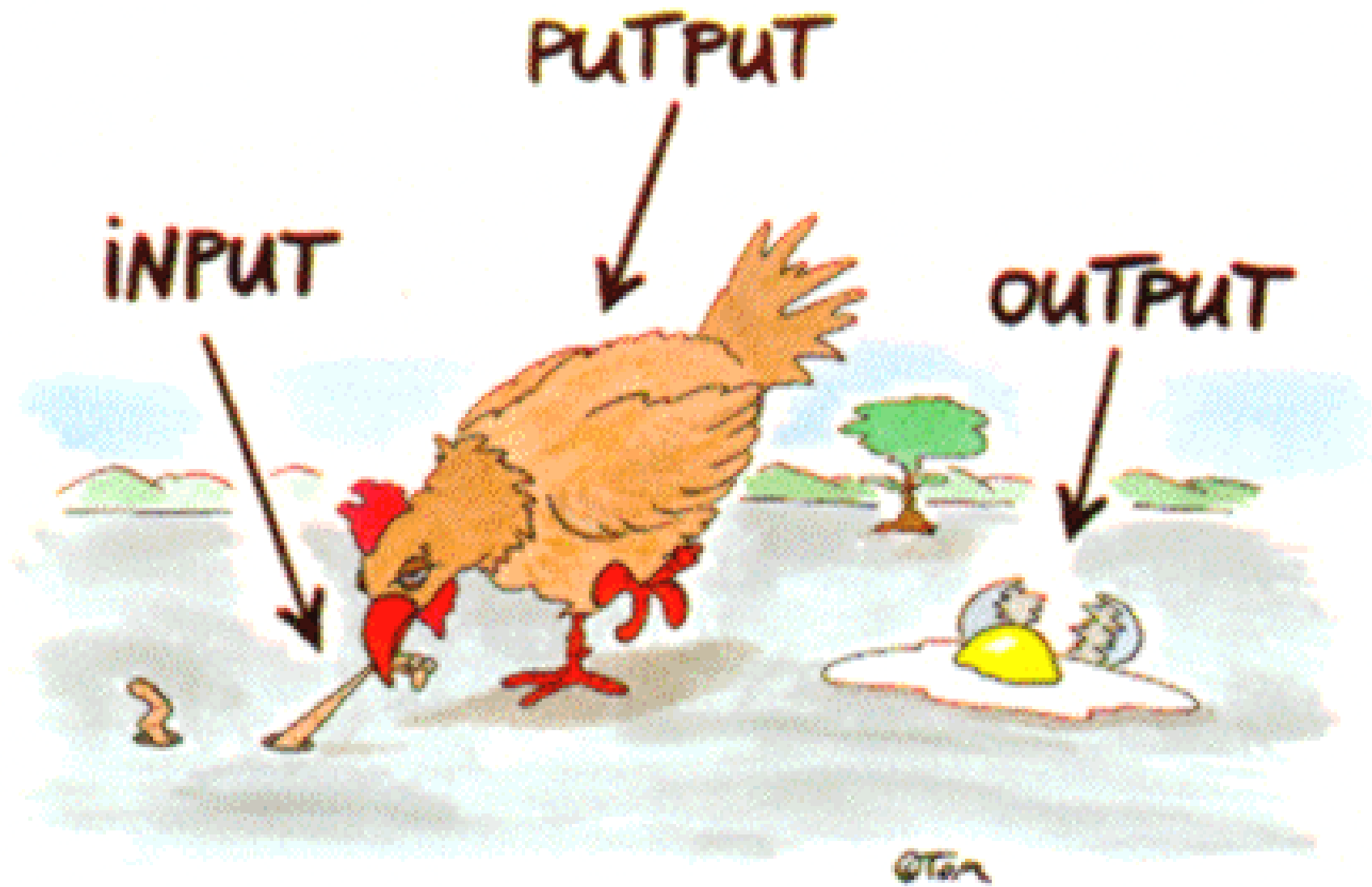
"The only real voyage of discovery exists, not in seeing new landscapes, but in having new eyes"

Marcel Proust
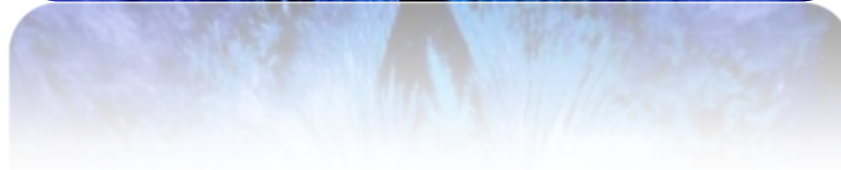
Three key concepts in OM:

1. Sphere of influence

2. Boundary Partners

3. Outcomes understood as changes in behaviour

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There is a limit to our influence

Project

Partners

Beneficiaries
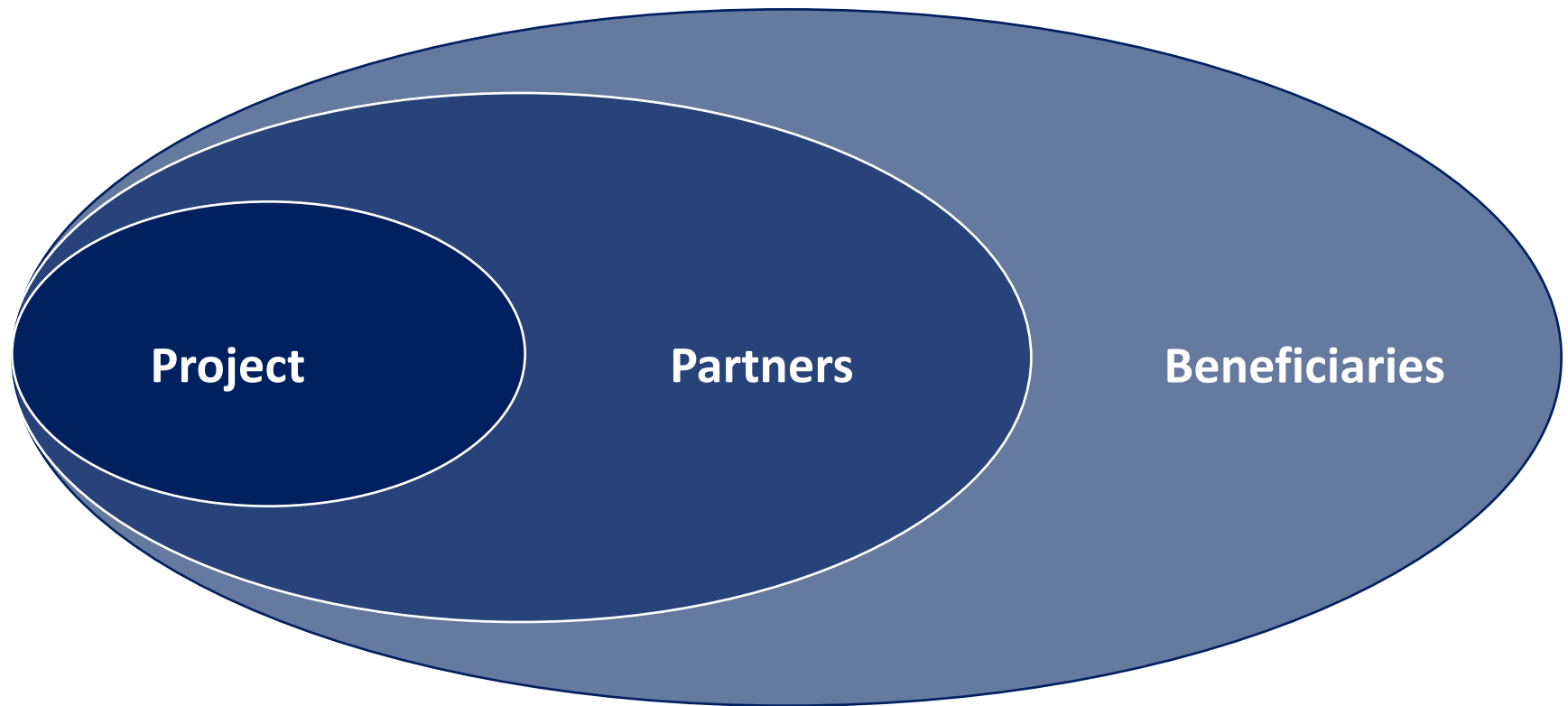
Sphere of control → Sphere of influence → Sphere of interest

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There is a limit to our influence

Participating farmers learn how to use drip irrigation equipment

Farmers participate in field trials

Participatory research on demonstration farms to develop approaches to drip irrigation

Extension workers visit demonstration farms

Training of extension workers

Publication of performance of different set-ups

Increased knowledge of techniques

Farmers adopting drip irrigation methods

Extension workers promoting drip irrigation

Reduced numbers of new wells

Greater quantities of groundwater available

Source: Terry Smutylo

Who are your boundary partners?

Programme

Beneficiaries

Stakeholders

Boundary Partners

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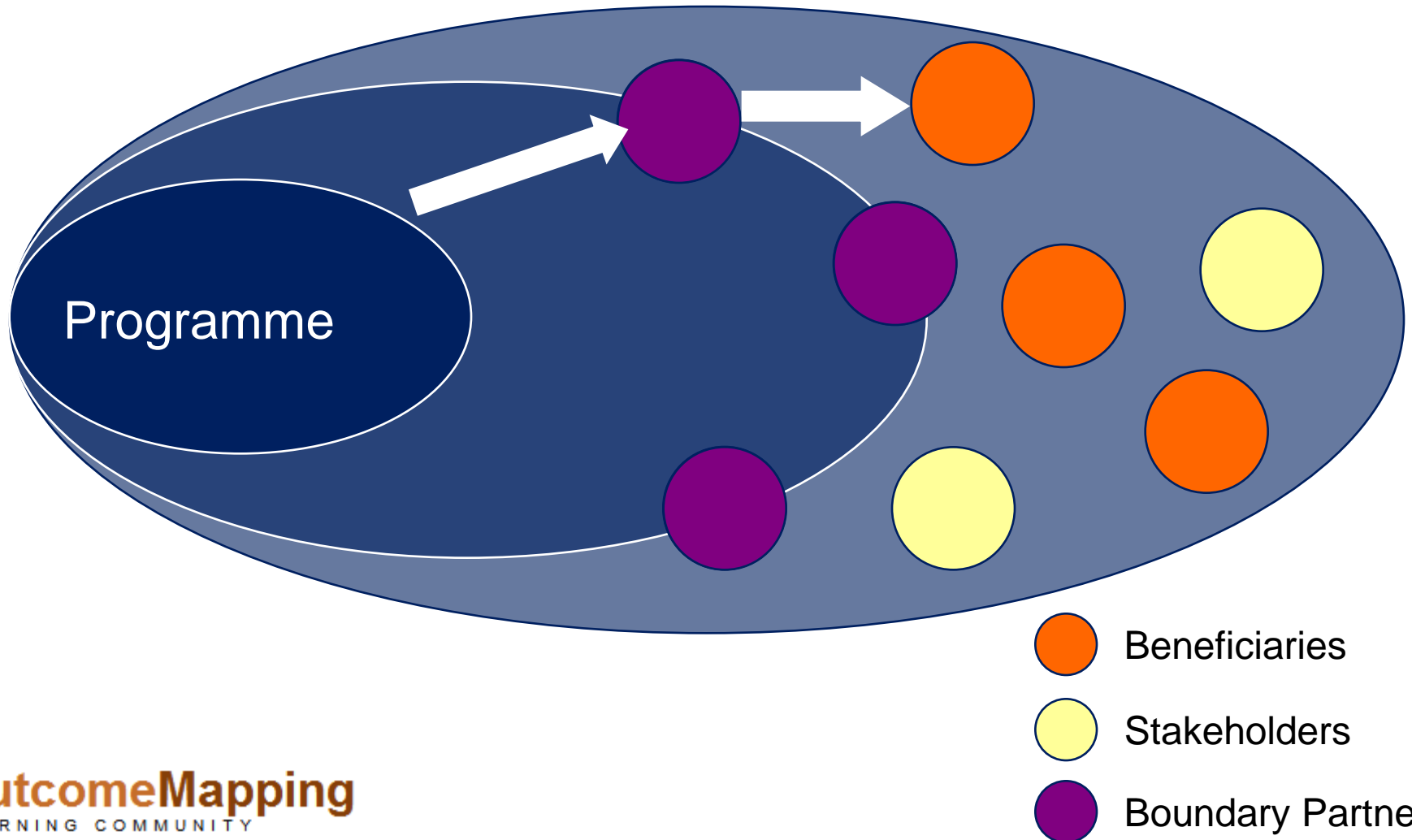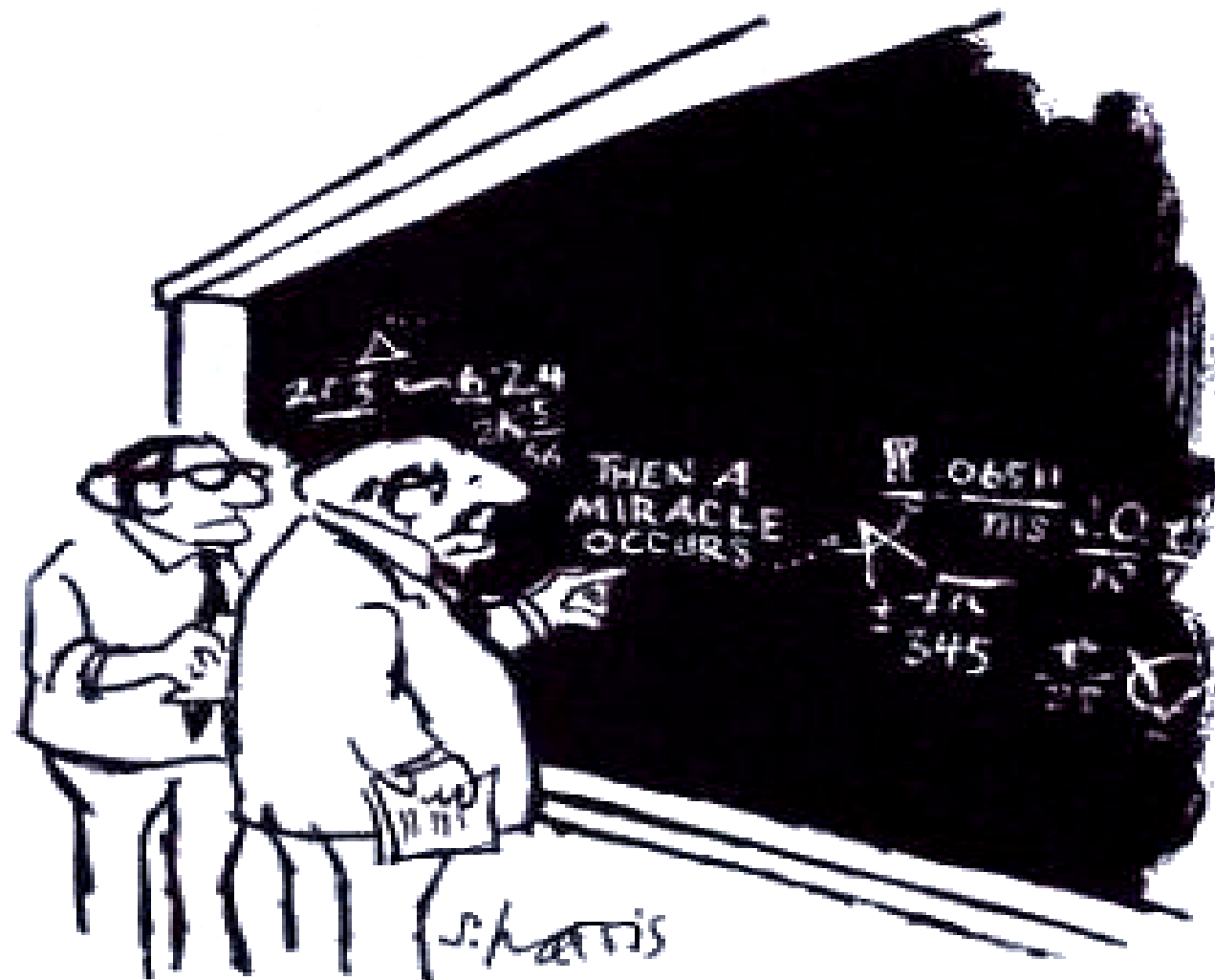
"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

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

Outcome Mapping
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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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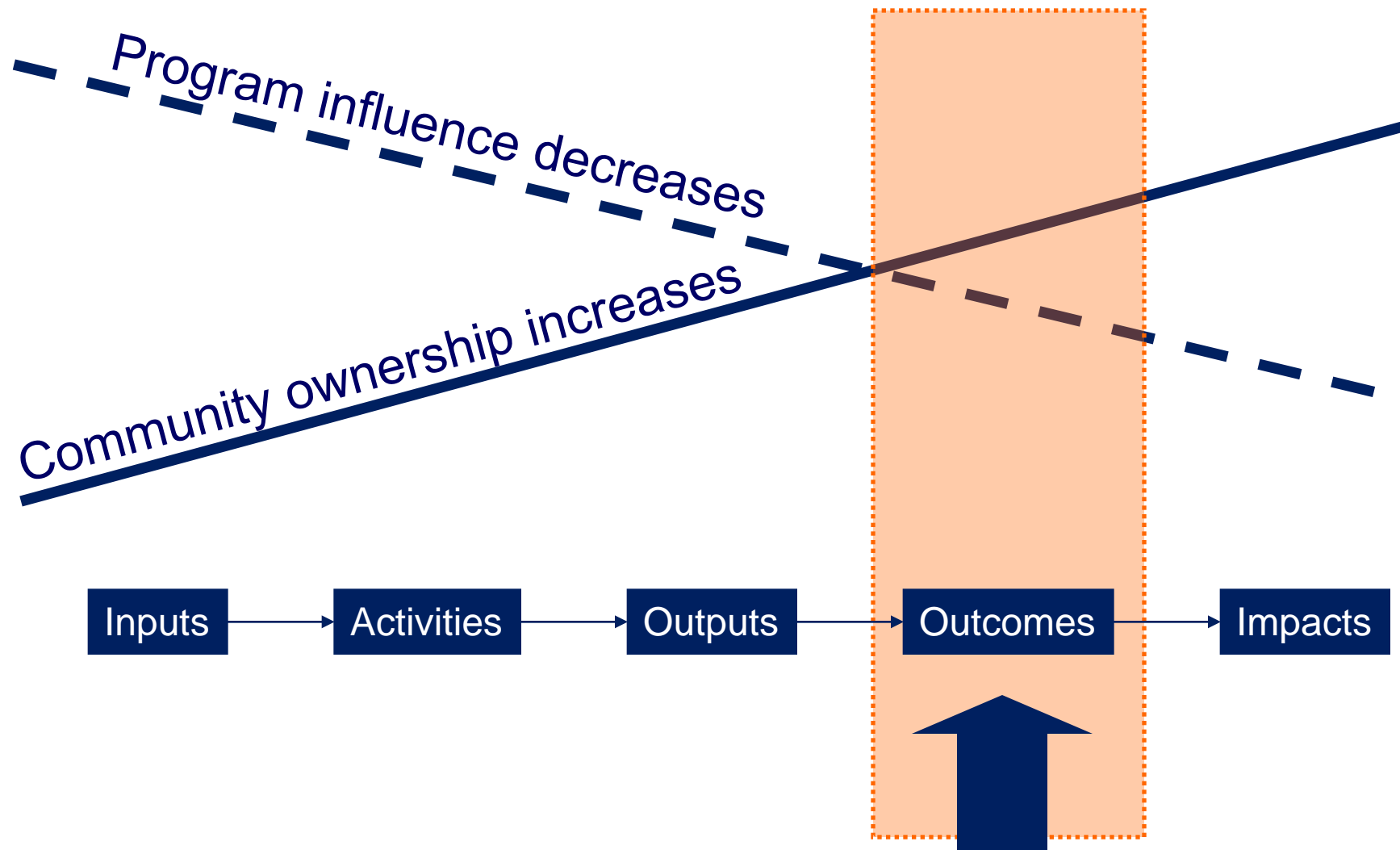
THREE STAGES OF OUTCOME MAPPING

INTENTIONAL DESIGN
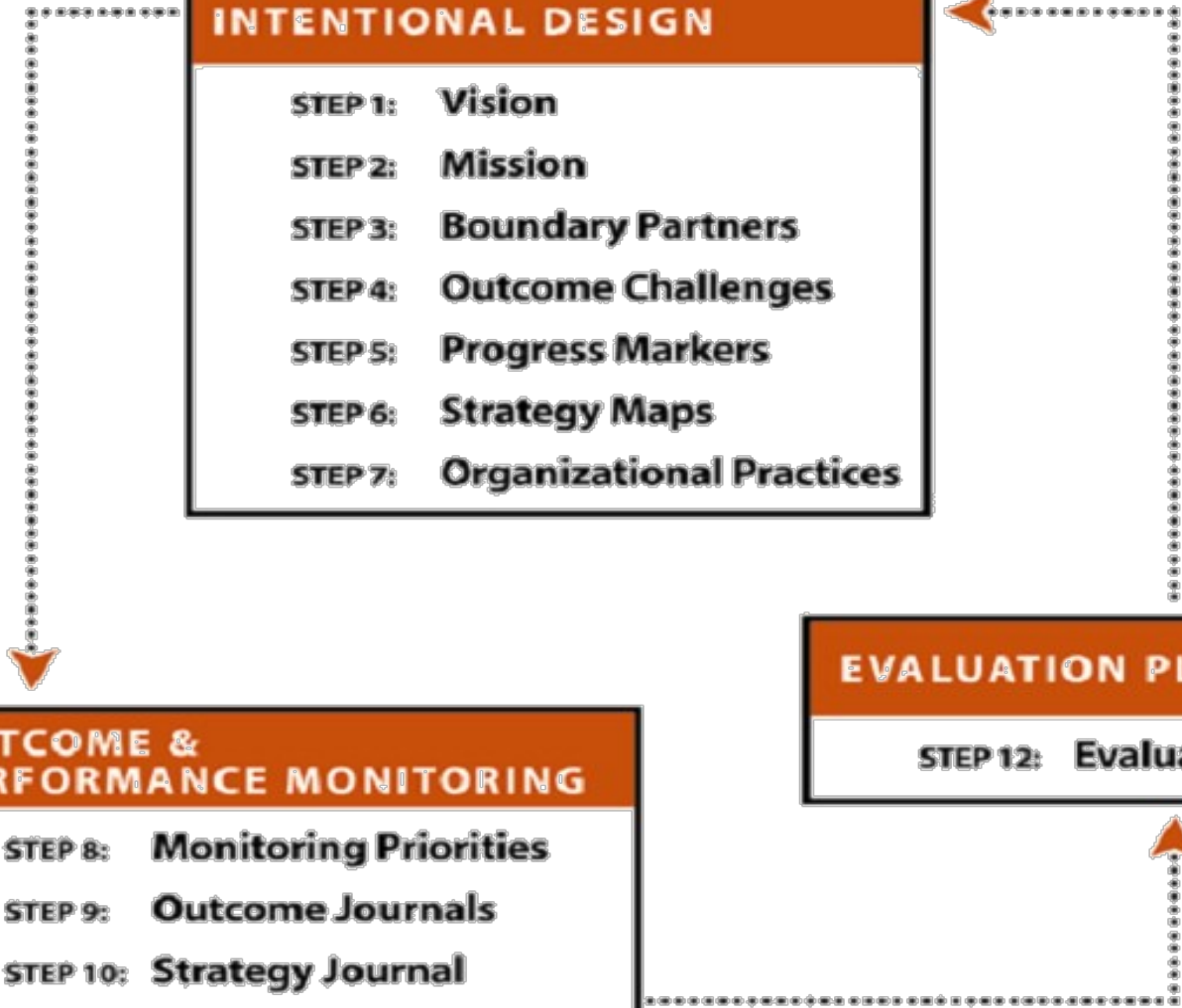
STEP 1: Vision

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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Step 1: Vision

improved human, social, & environmental wellbeing

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

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

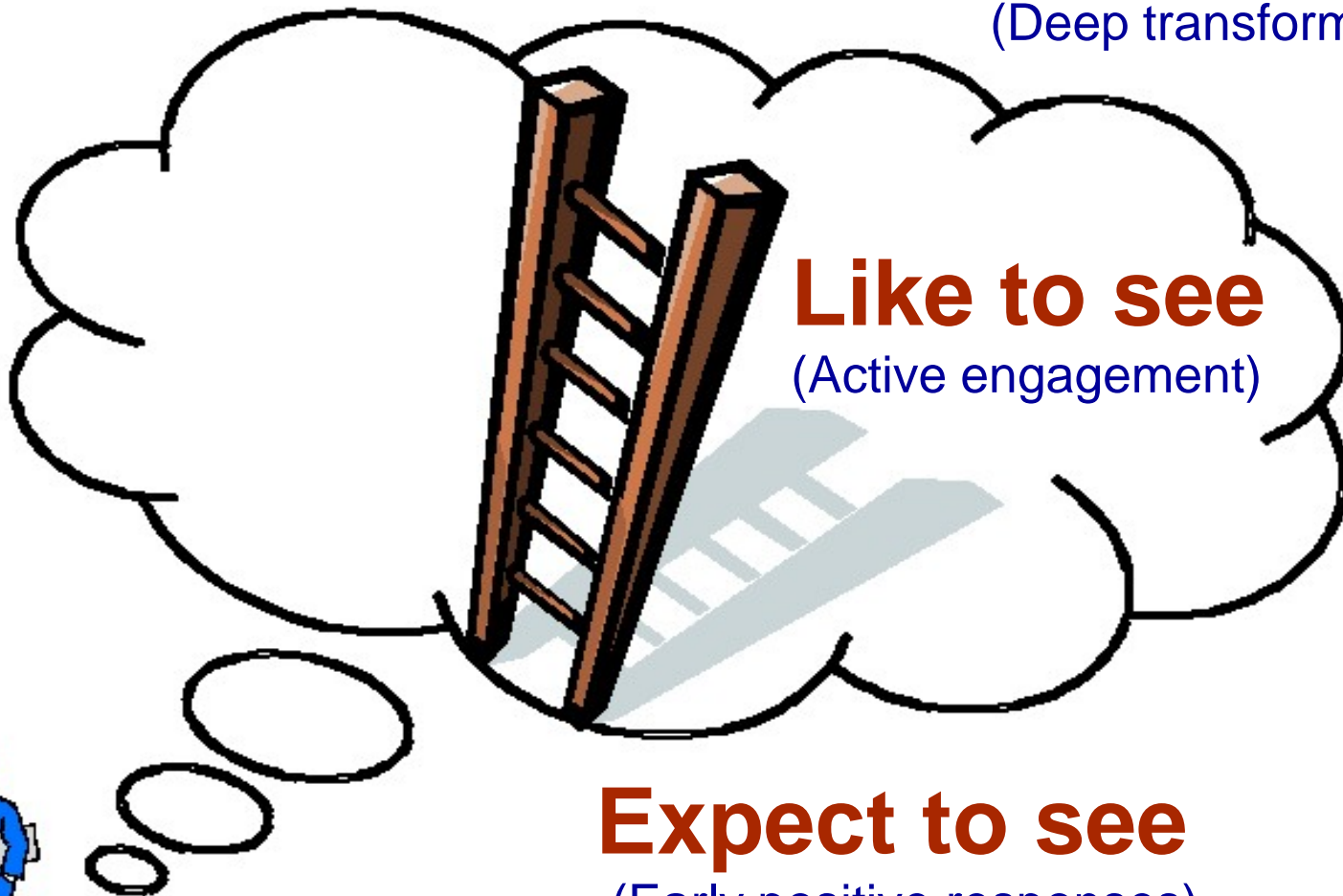- Describes the boundary partner's contribution to the vision

Love to see
(Deep transformation)

Like to see
(Active engagement)

Expect to see
(Early positive responses)
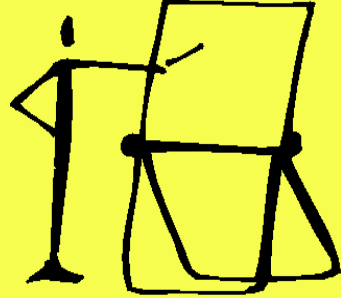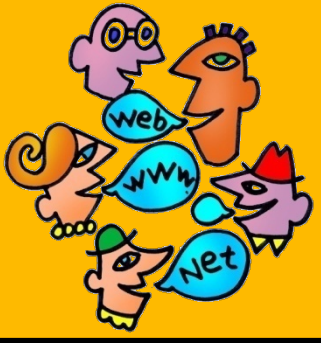
	Causal	Persuasive	Supportive
I			
E			

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
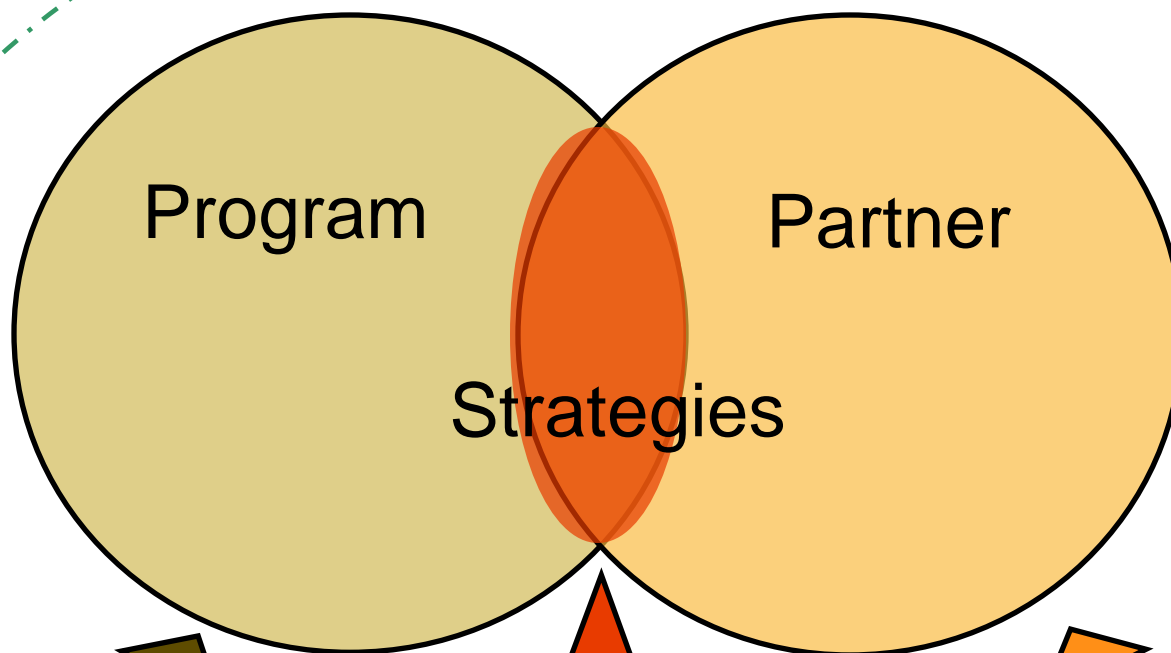
State, status or situational data

relevance & viability
(actions of the program)

implementation
(interventions by the program)

outcomes
(behaviour changes in the partners)

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Swayamsiddha Project

- Context: Women in India are disempowered
- Project:
  - Started in 2000, closed in 2005
  - Funded by CIDA and IDRC
  - Managed by national NGO and local NGOs
- Aims:
  - Develop network of government, non-governmental and community based organisations
  - Increase gender responsiveness in local health care, families and community institutions
  - Decreasing drudgery in women's and girl's work
  - Increase access to and control of financial services

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Swayamsiddha Vision

Across rural India, women and girls utilize and benefit from appropriate health care, education, food and water security and freedom from violence. Women have access to the markets, credit, banking and municipal services they need to pursue their livelihood goals. They use drudgery-reducing technologies and agricultural inputs that contribute to personal well-being and to ecological sustainability. Villages are fully served by public transport, are well lit at night and police enforce all laws fully and equitably. Girls attend school full time and families have the information and resources to make informed decisions regarding their health, safety and social needs. Gender equity governs household labor and decision-making; and men in the community understand and support gender-responsive laws.

Swayamsiddha Mission

The Swayamsiddha Project works with governments, NGOs & CBOs to improve women's health and empowerment. It facilitates the development of women's self help groups. It provides them with funding and training to help them influence community and government services to be more responsive to their health and livelihood needs. It fosters mutual respect and joint action between these self-help groups and: banks; police; health and social service providers; and government agencies. It researches and promotes the application of ecosystem approaches to human health in agriculture and in the provision of health and sanitation services. Swayamsiddha addresses equity issues in all its activities. It uses participatory methods to monitor progress, to learn how to become more effective in supporting its partners and to report on its results.

Swayamsiddha BPs

Families Banks PHCs

SHG Police Community Leaders

State NGO State NGO State NGO State NGO State NGO State NGO

BAIF

IDRC

CIDA
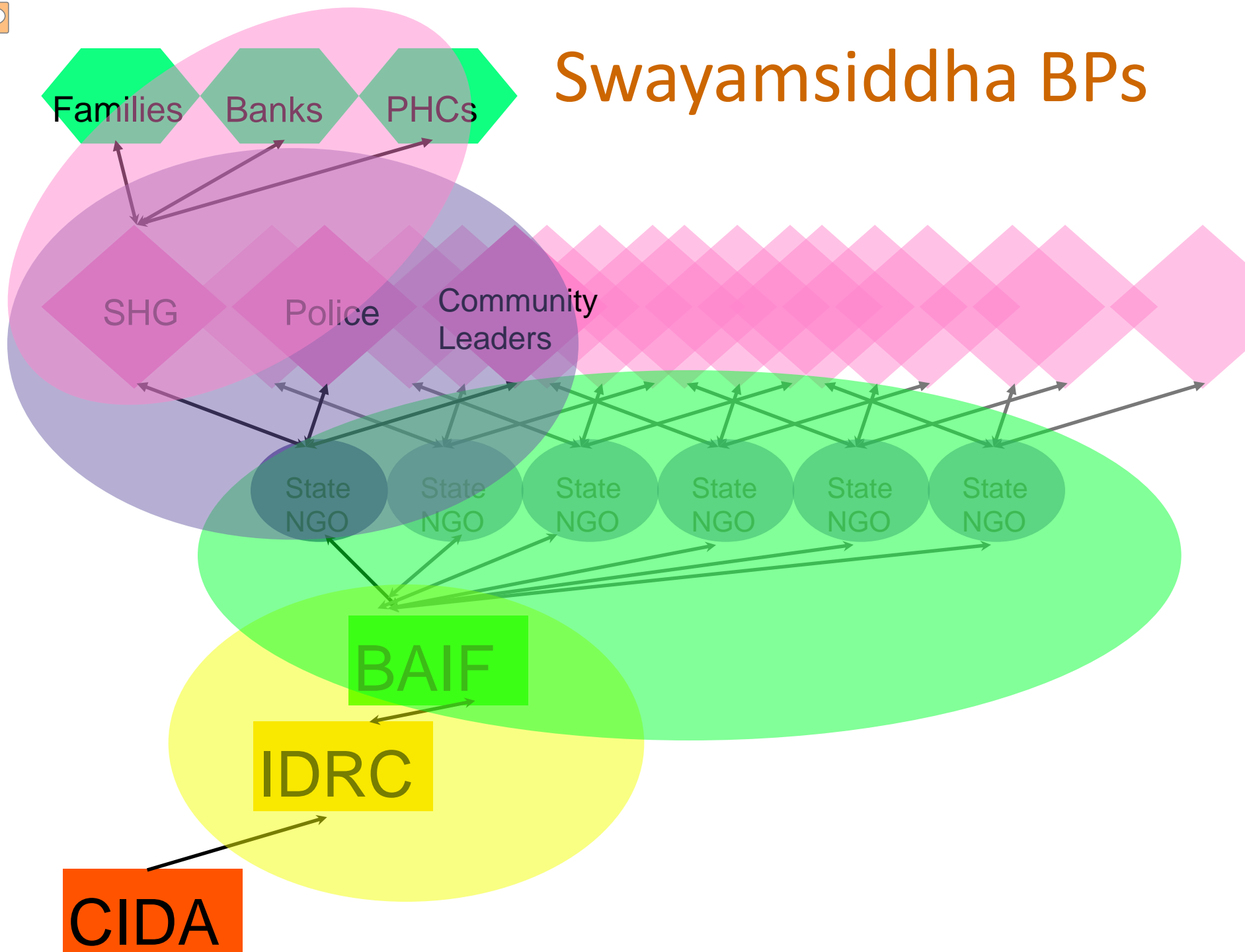
Outcome Challenge for SHG

Women's self help groups are taking action to make community and government services more responsive to the health and livelihood needs of women and girls. They influence banks, police, health and social service providers, local officials and state and national government agencies in relationships of mutual respect and joint action to improve women's well being. Women's self help groups arrange bank loans for members and for life skills training for girls to be included in the school curriculum. They influence local, state and national government policies and expenditures on community improvement and transportation and support women candidates to run for election to local government office.

Progress Markers for SHG

- Expect to See Women's Self Help Groups:
    - Holding meetings regularly
    - Discussing a list of shared concerns
    - Opening and contributing to a group bank account
    - Acquiring skills in managing credit programs
    - Soliciting training in maternal & child health for members from NGOs

- Like to See Women's Self Help Groups:
    - Forming grain banks
    - Lending money to members to finance income generating activities
    - Seeking ration cards from local authorities for needful women
    - Arranging for immunizations by the public health clinic
    - Lobbying police to close down illegal alcohol vendors
    - Calling upon outside expertise to help identify drudgery-reducing technologies
    - Pooling finances to purchase drudgery-reducing technologies
    - Conducting maternal and child health education sessions for their communities

- Love to See Women's Self Help Groups:
    - Arranging bank loans for members
    - Arranging for life skills training for girls to be included in school curriculum
    - Lobbying local government for expenditures on community improvements
    - Approaching the State Transport Dept for bus service to their villages
    - Taking action responding to the incidence of violence in their community
    - Lobbying national government depts. to invest in local development projects
    - Putting forth candidates for election to local government council

Strategy Map

	Causal	Persuasive	Supportive
I	- Fund collection of monitoring data - Take women's photos - Take women to banks to open accounts	- Provide training in organizing and conducting group meetings - Training in needs identification sessions for SHGs - Training sessions on dealing gov't departments - Conduct knowledge sessions on maternal and child health - Provide training in maintenance & repair of technologies - Leadership training for local leaders	- Linking with active, successful SHGs in other communities - Link SHG work to national health program - Exposure visits to income generating projects elsewhere
E	- Provide training for health care workers - Fund creation of Sanitation Planning community-based group - Conduct training for PHCs on reproductive health - Training and placing researchers in the communities - Provide bicycles for girls	- Conduct community info sessions on: violence, women's rights, sustainable agriculture - Home visits to educate families - Visit banks, discuss with, educate officials - Bring in Water and Sanitation NGOs to conduct water purification demonstrations - Conduct community forums on SHGs - Information sessions on new technologies (chullha stoves, growing fuel woods, toilets, agricultural tools for women, well repair)	- Link PHCs to others delivering gender-based services - Initiate regular Parent/Teacher group meetings

mission

vision

BAIF | State NGOs

Banks

Women's Self Help Groups

Police

Families

Community Leaders

Public Health Clinics

Girls & Women

Strategies

Strategic Partners

Boundary Partners

Project's Outcomes

BP's outcomes

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Source: Terry Smutylo