



Outcome Mapping

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Overview of Presentation:

1. Evaluation in a complex world
2. Core concepts
3. 3 Stages : 12 Steps
4. OM in Monitoring & Evaluation

The Theory

what is outcome mapping?

- an integrated PM&E tool
- an approach that focuses on changes in the behaviour, relationships, or actions of partners (as outcomes)
- a methodology that characterizes and assesses the program's contributions to the achievement of outcomes
- an approach for designing in relation to the broader development context but assessing within your sphere of influence



What is an “Outcome” in OM?

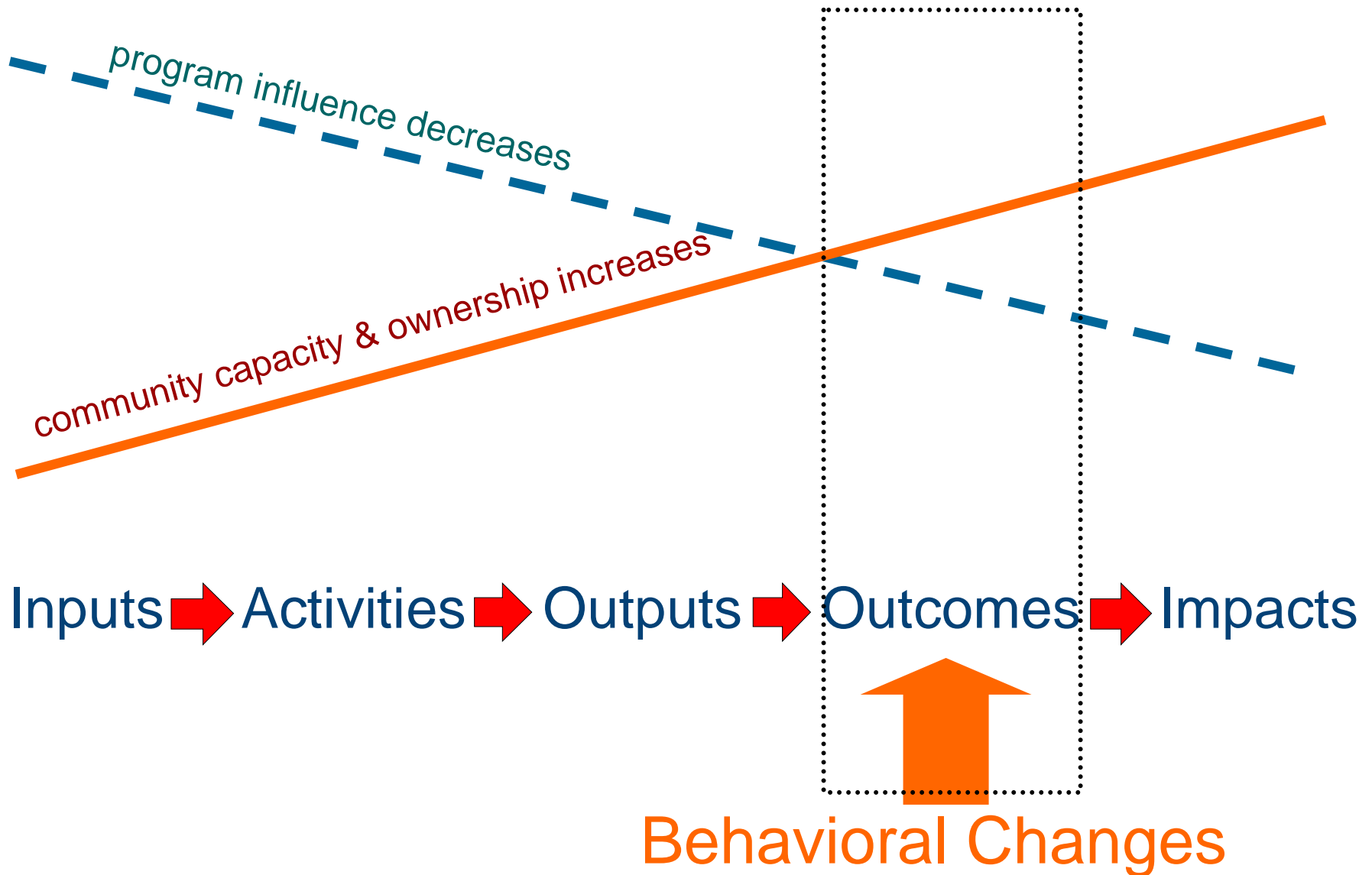
- **Change(s)** in the behaviour, relationships, activities, and/or actions of an individual, group, or organization that the program was helpful in bringing about.
- These changes are aimed at encouraging human and ecological well-being.

“Did you do what you promised to do?”



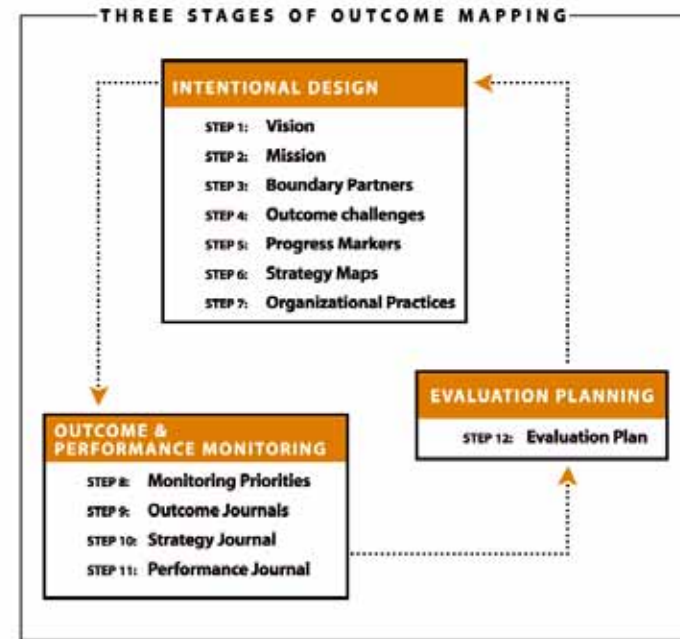
“Are we on the right track?”

focus of outcome mapping



a flexible, multiple-use tool

- Planning
- Monitoring
- Evaluation



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**

What are we trying to accomplish and how?

What do we want to know?

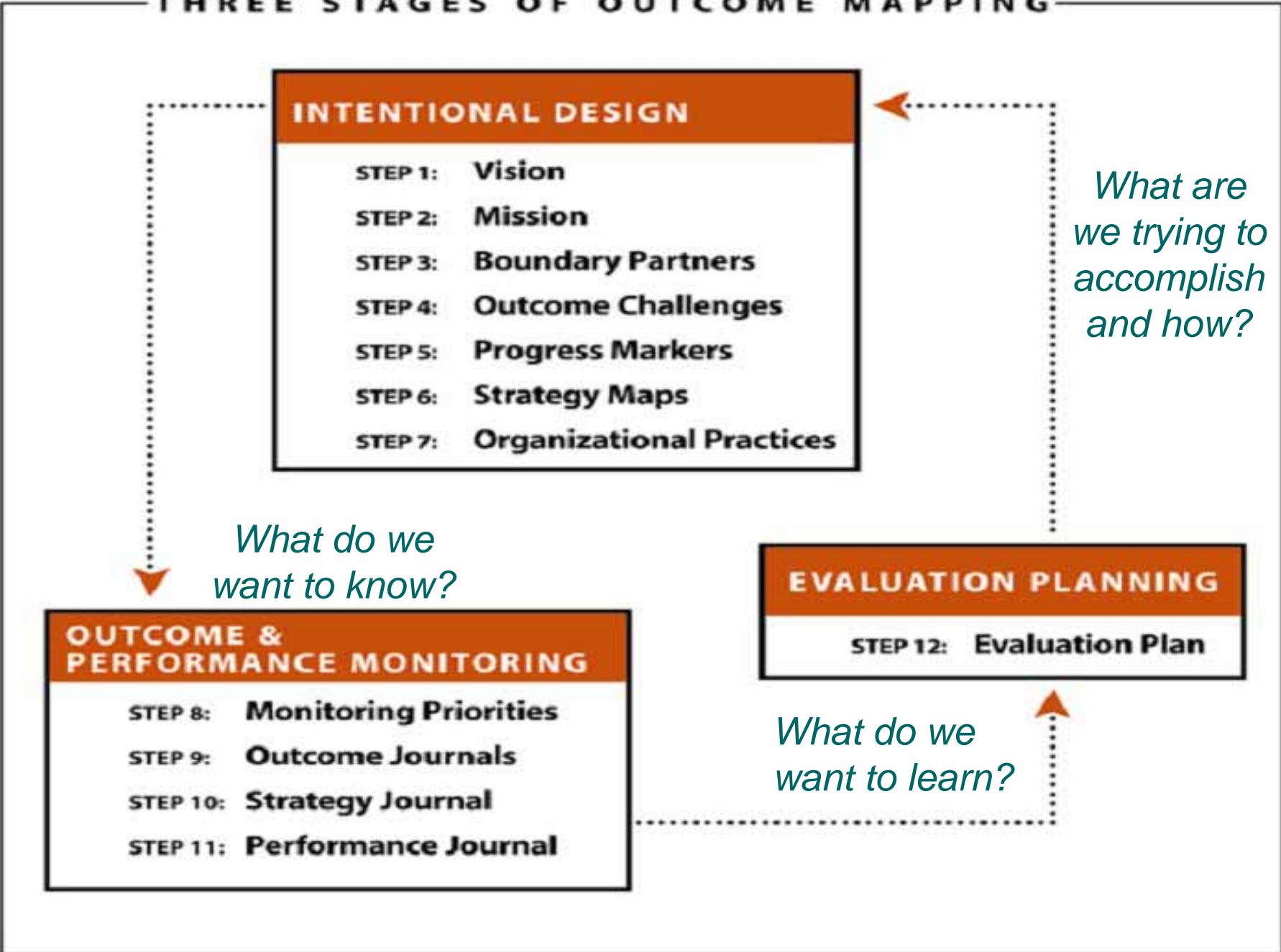
OUTCOME & PERFORMANCE MONITORING

- STEP 8: **Monitoring Priorities**
- STEP 9: **Outcome Journals**
- STEP 10: **Strategy Journal**
- STEP 11: **Performance Journal**

EVALUATION PLANNING

- STEP 12: **Evaluation Plan**

What do we want to learn?





3 Stages of Outcome Mapping

Stage I: Intentional Design

Stage II: Outcome Performance
Monitoring

Stage III: Evaluation Planning

Stage I: Intentional Design

- Step1: Vision
- Step2: Mission
- Step3: Boundary Partners
- Step4: Outcome Challenges
- Step5: Progress Markers
- Step6: Strategy Maps
- Step7: Organizational Practices

I have a dream!



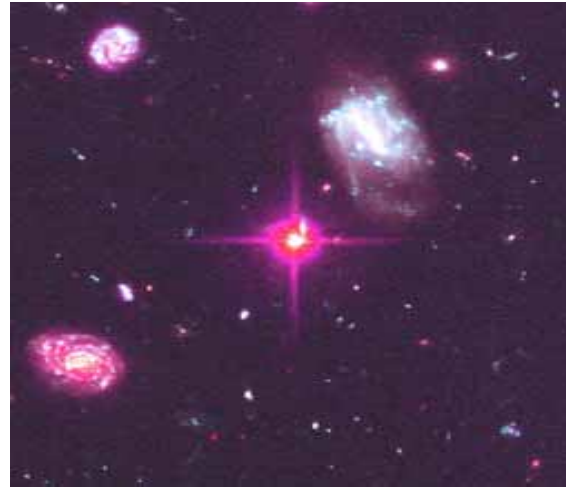
Martin Luther King, Jr.

August 28, 1963

step 1: vision



Light house



Distant star

step 2: mission



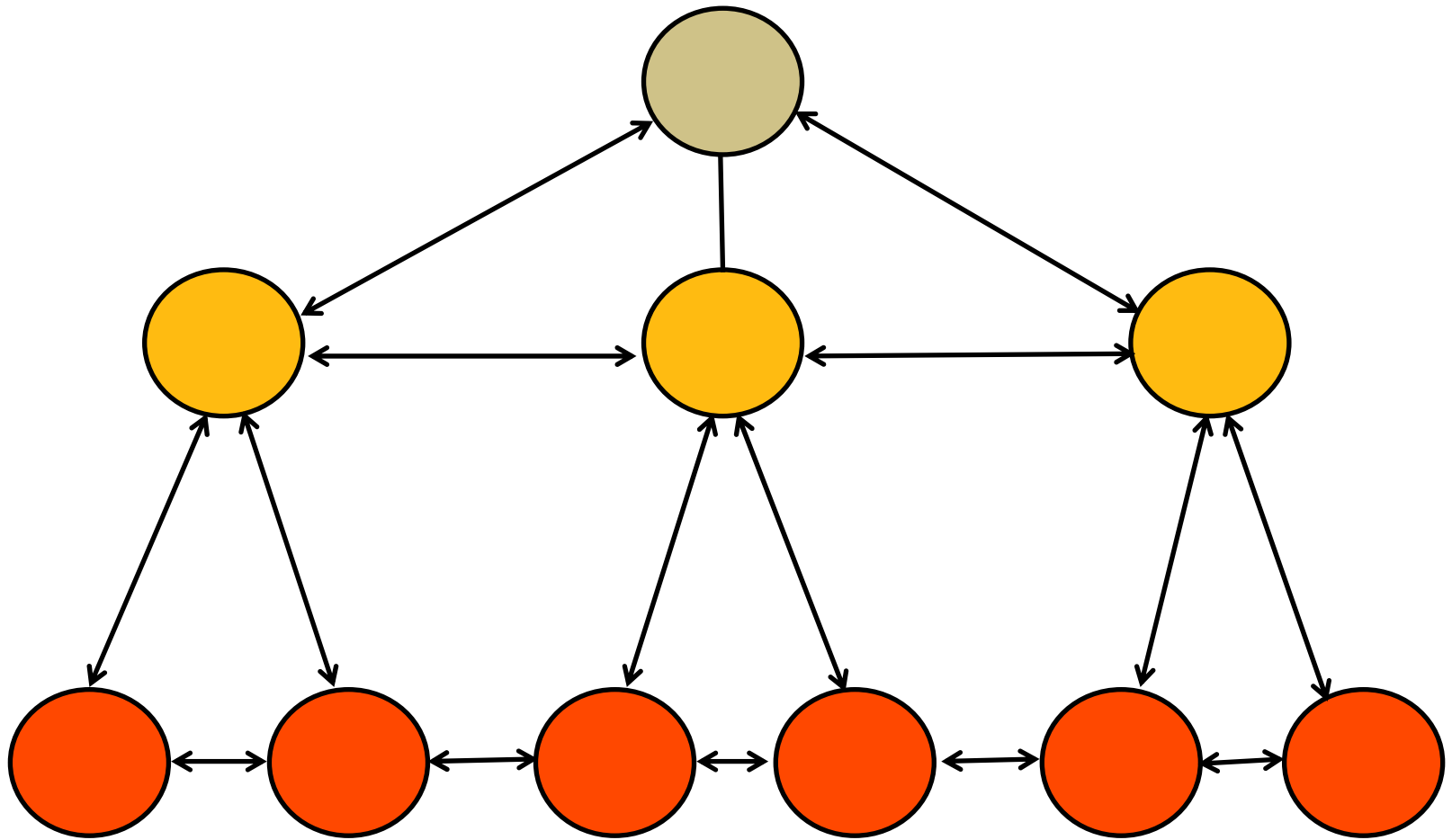
The mission is that “bite” of the vision statement on which the program is going to focus.

step 3: boundary partners

Those individuals, groups, and organizations with whom the program:

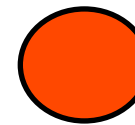
- interacts directly to effect change
- anticipates opportunities for influence
- engages in mutual learning

boundary partners have boundary partners

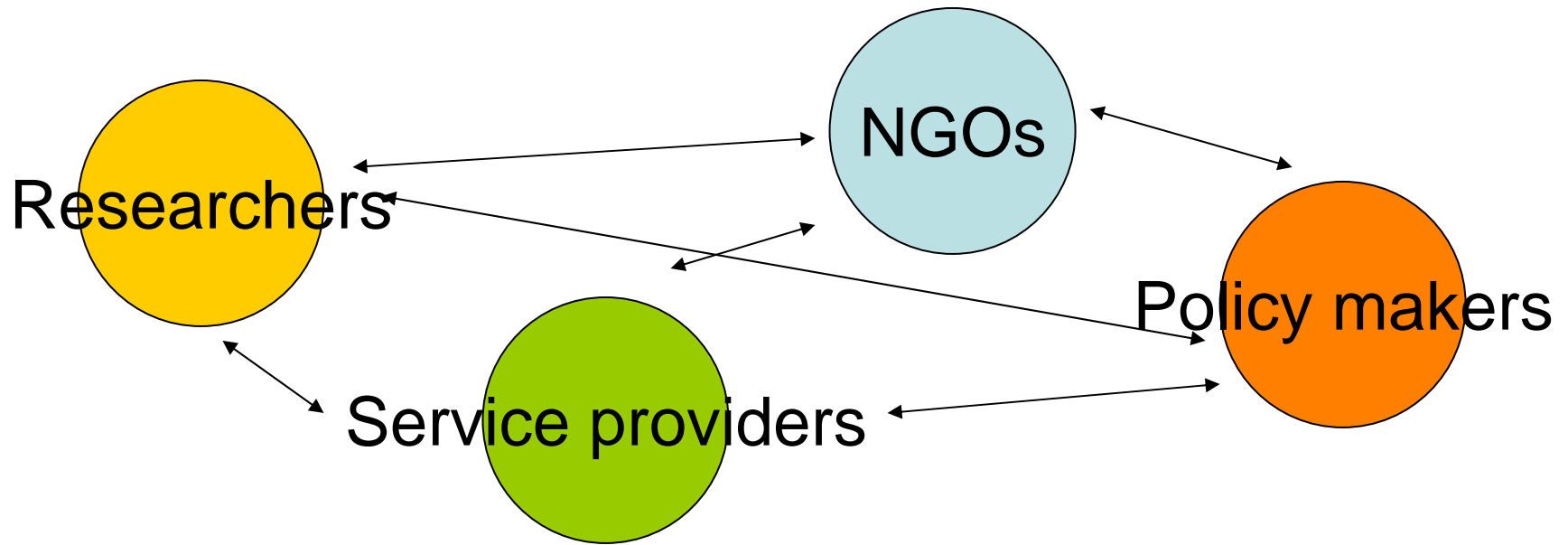


 program

 program's bp

 bp's bp

Example: a network as a boundary



Project intends to get them working together to solve a common problem

Expect: meet, listen to from each other

Like: organize an event together

Love: implement a joint initiative

Step 4: Outcome Challenge

Description of:

- The changed behaviours (relationships, activities, and/or actions) of a boundary partner
- How they could contribute ideally to the vision

Design Worksheet 1: Program Framework

Vision:	
Mission:	
Boundary Partner 1:	Outcome Challenge 1:
Boundary Partner 2:	Outcome Challenge 2:
Boundary Partner 3:	Outcome Challenge 3:
Boundary Partner 4:	Outcome Challenge 4:

step 5: progress markers

Being clear & specific:

Greater awareness...

Better access to...

Participate actively...

More effective management...

Empowered women...

Reduced conflict...

Increased collaboration...

Gender sensitivity...

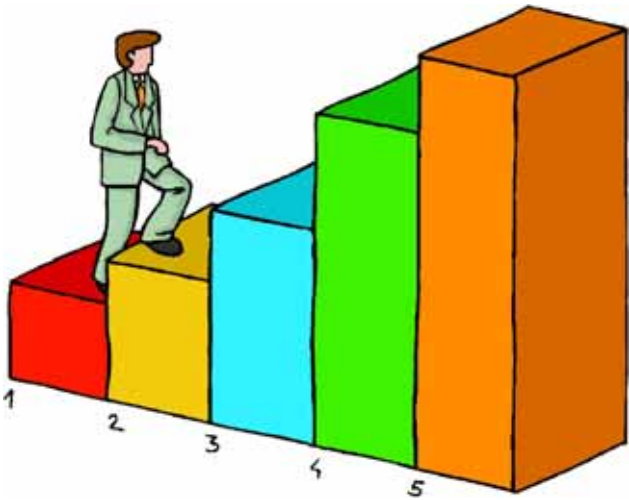


progress markers

- ✓ A graduated set of statements describing a progression of changed behaviors in the boundary partner
- ✓ Describe changes in actions, activities and relationships leading to the ideal outcome
- ✓ Articulate the complexity of the change process

Design Worksheet 2: Progress Markers

Outcome Challenge:	
Expect to see [Boundary Partner]:	
1	
2	
3	
4	
Like to see [Boundary Partner]:	
5	
6	
7	
8	
9	
10	
11	
12	
Love to see [Boundary Partner]:	
13	
14	
15	



progress markers (ladder of change)

Love to see

High level of transformation



Like to see

Actively engaged,
learning, commitment

Expect to see


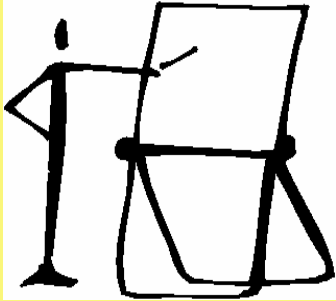




Early encouraging response to
program, initial engagement



step 6: strategy maps

	causal	persuasive	supportive
I aimed at individual boundary partner	direct influence	arouse new thinking; build skills, capacity	on-going support
E aimed at boundary partner's environment	alter the physical, regulatory or information environment	broad information dissemination; access to new info	create / strengthen peer networks

Design Worksheet 3: Strategy Map

	causal	persuasive	supportive
I aimed at individual boundary partner			
E aimed at boundary partner's environmen t			

step 7: organizational practices

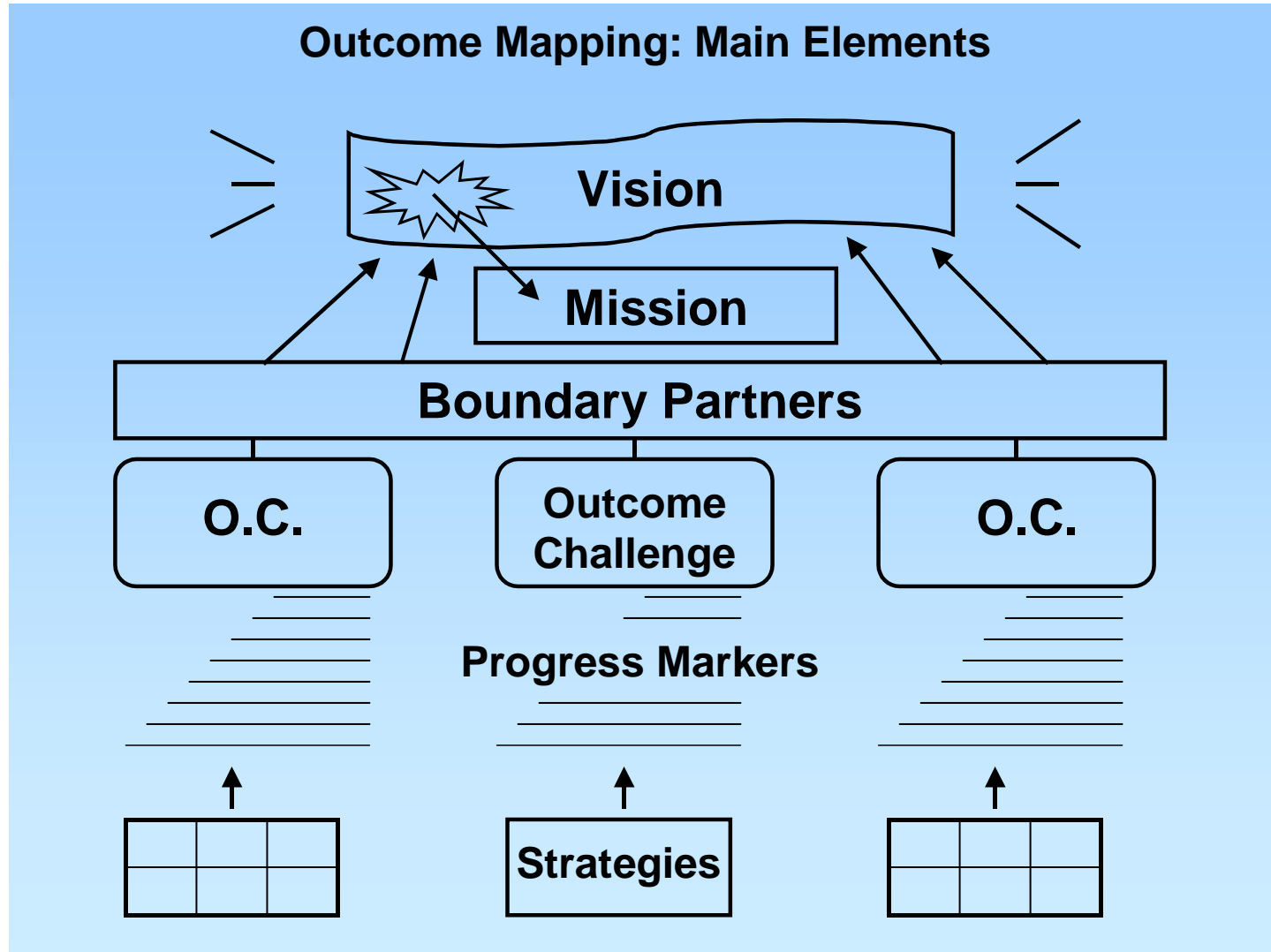
What you do as an organization to:

- ✓ keep learning
- ✓ foster creativity & innovation
- ✓ seek better ways to assist your partners
- ✓ maintain your niche
- ✓ maintain higher level support
- ✓ build relationships

Design Worksheet 4: Organizational practices

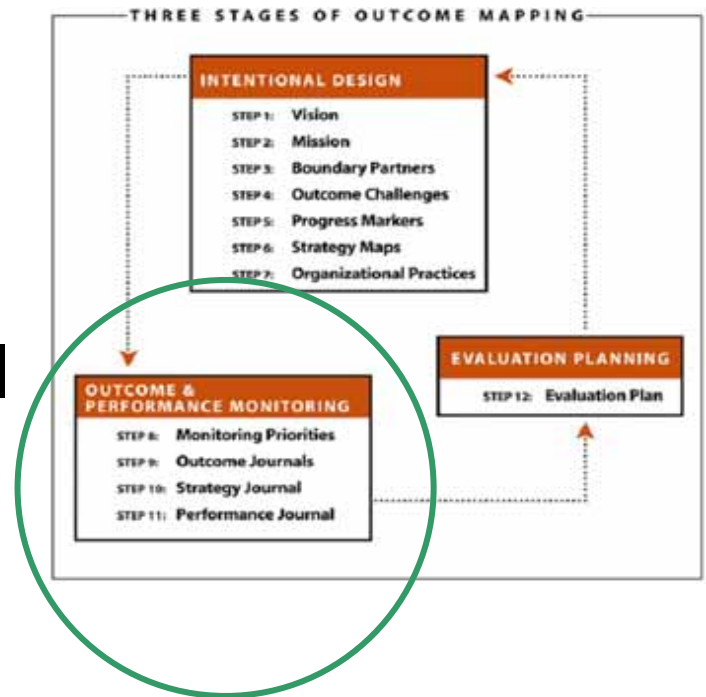
Organizational practices	Key Actions
1. Prospecting for new ideas, opportunities, & resources	
2. Seeking feedback from key informants	
3. Obtaining the support of your next highest power	
4. Assessing and (re)designing products, services, systems, and procedures	
5. Checking up on those already served to add value	
6. Sharing your best wisdom with the world	
7. Experimenting to remain innovative	
8. Engaging in Organizational Reflection	

Overview of Stage 1



Stage II : Outcome & Performance Monitoring

- Step 8 : Monitoring Priorities
- Step 9 : Outcome Mission
- Step 10: Strategy Journal
- Step 11: Performance Journal



Step 8: Monitoring Priorities



- Tempting to gather information on a whole range of issues but this is not practical
- Base priorities on intended use of intended users:
 - Improve performance through learning
 - Help meet accountability/reporting requirements
 - Supply information for planned evaluation
 - Inform publicity documents, communication activities, or case-study materials

Monitoring Plan

Monitoring Priority	Who will use	Purpose	When is it needed	Who will collect	How often	Proposed Tool
Boundary Partner Outcomes						Outcome Journal
Strategies						Strategy Journal
Org' Practices						Performance Journal

Step 9: Outcome Journal

- Uses progress markers to chart boundary partner's progress
- Sets starting point or benchmark
- Captures details on changes in the boundary partner, contributing factors & actors, and sources of evidence

Outcome Journal

Work Dating From/To:

Contributors to Monitoring Update:

Outcome Challenge:		
Low =		
Medium =		
High =		
Expect to see:		Who?
LMH		
○ ○ ○	1	
○ ○ ○	2	
○ ○	3	

Outcome Journal (Cont.)

Description of change:

Contributing factors & actors:

Source of evidence:

Lessons & required program changes/reactions:

Step 10: Strategy Journal

- Captures data on the strategies being employed to encourage change in the boundary partner
- Helps the program gauge its contributions to the achievement of outcomes and modify its actions accordingly
- Feeds into work planning & (modifications) or new activities

Strategy Journal

Working Dating From/To:

Contributors to Monitoring Update:

Strategy to be Monitored:	
Description of Activities (What did you do? With Whom? When?)	
Effectiveness? (How did it influence the change in the boundary partner(s))	
Outputs	
Required Follow-Up or changes	
lessons	
Next Monitoring :Date and Time	

Step 11: Performance Journal

- Records data on how the program is operating as an organization to fulfill its mission
- Includes information on the program's practices
- Feeds into work planning

Performance Journal

Working Dating From/To:

Contributors to Monitoring Update:

Practice 1: Prospecting for New Ideas, Opportunities, & Resources

Example or Indicators:

Sources of Evidence:

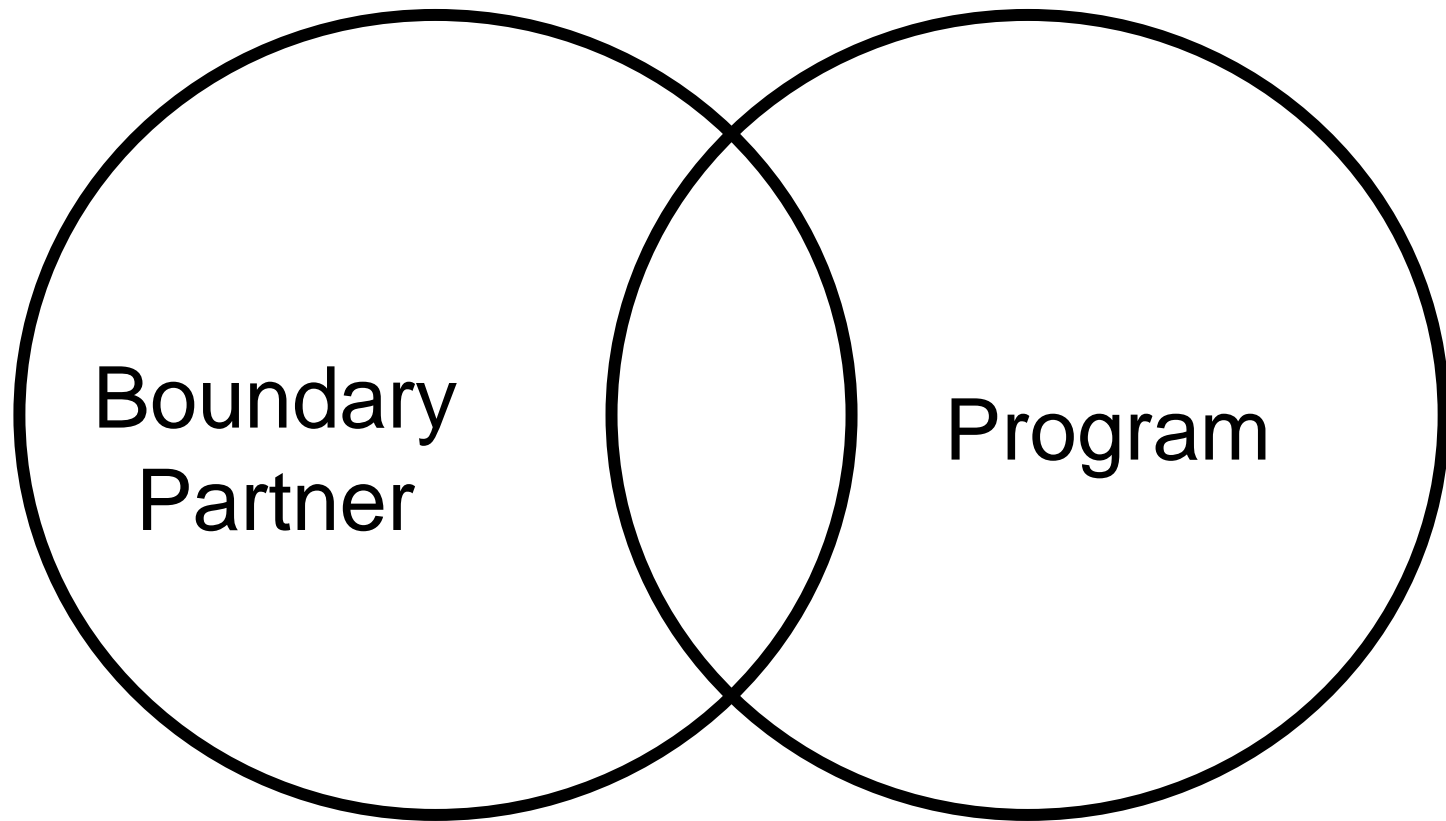
Lessons:

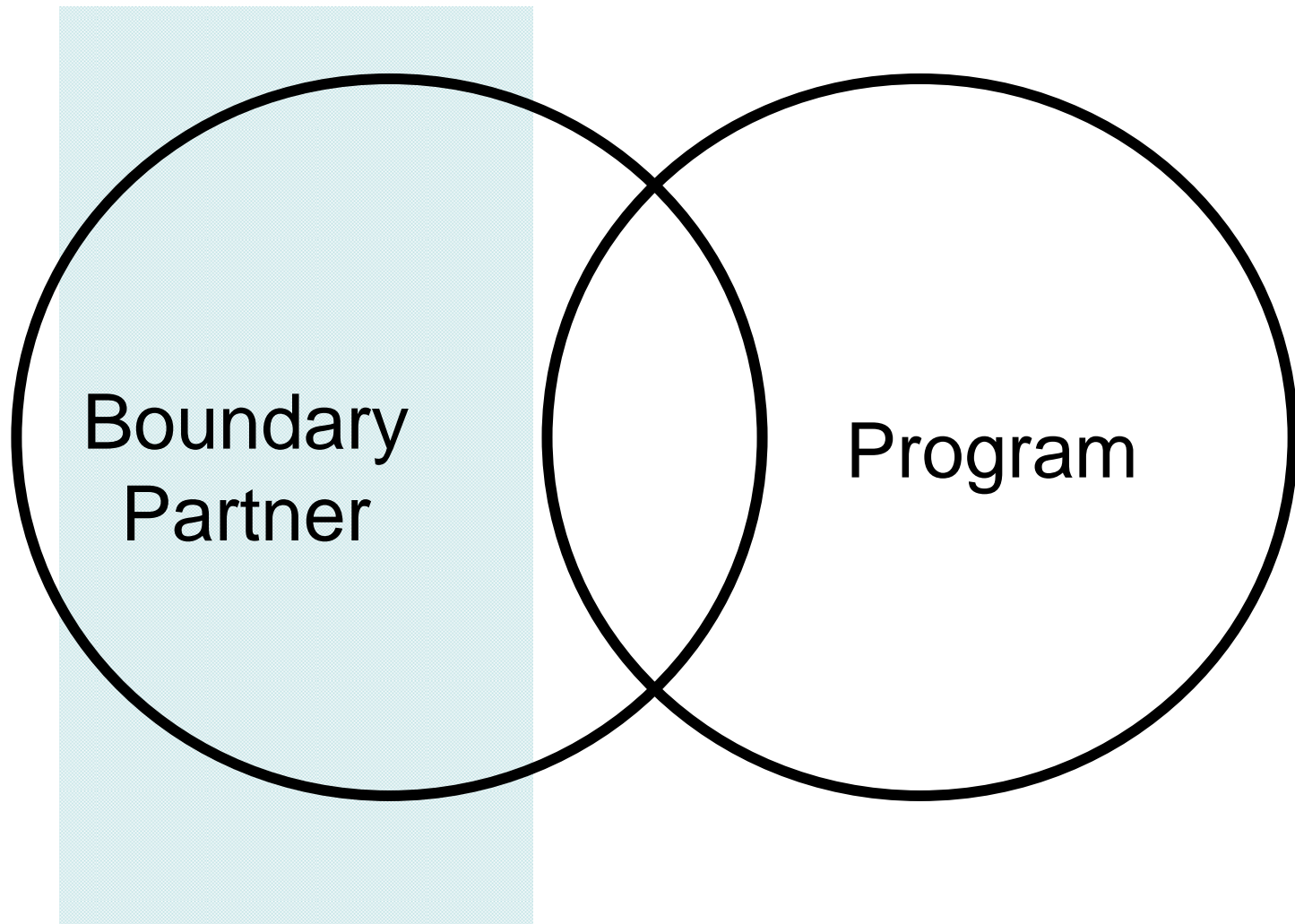
Practice 2: Seeking Feedback from Key Informants

Example or Indicators:

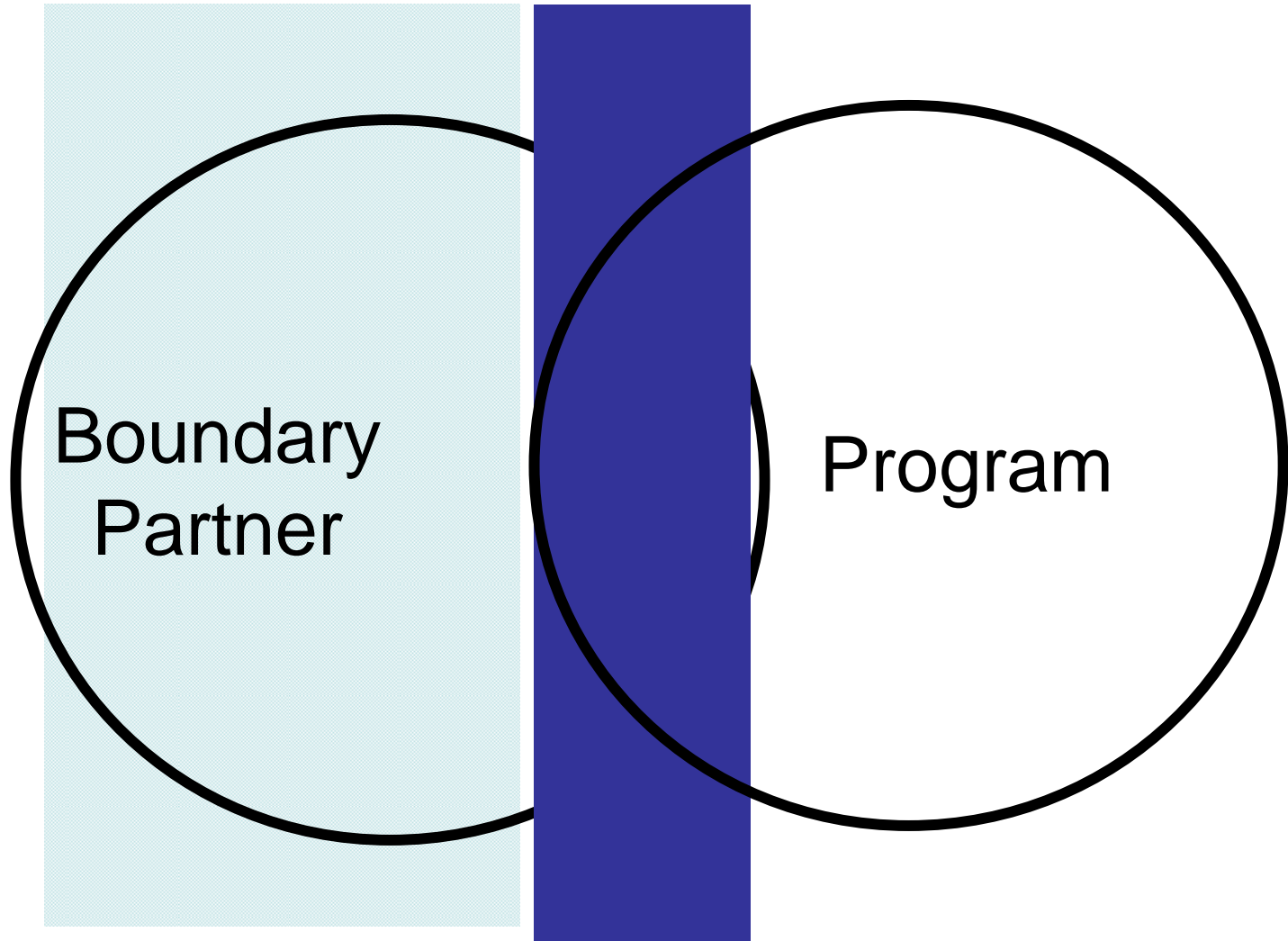
Sources of Evidence:

Lessons:

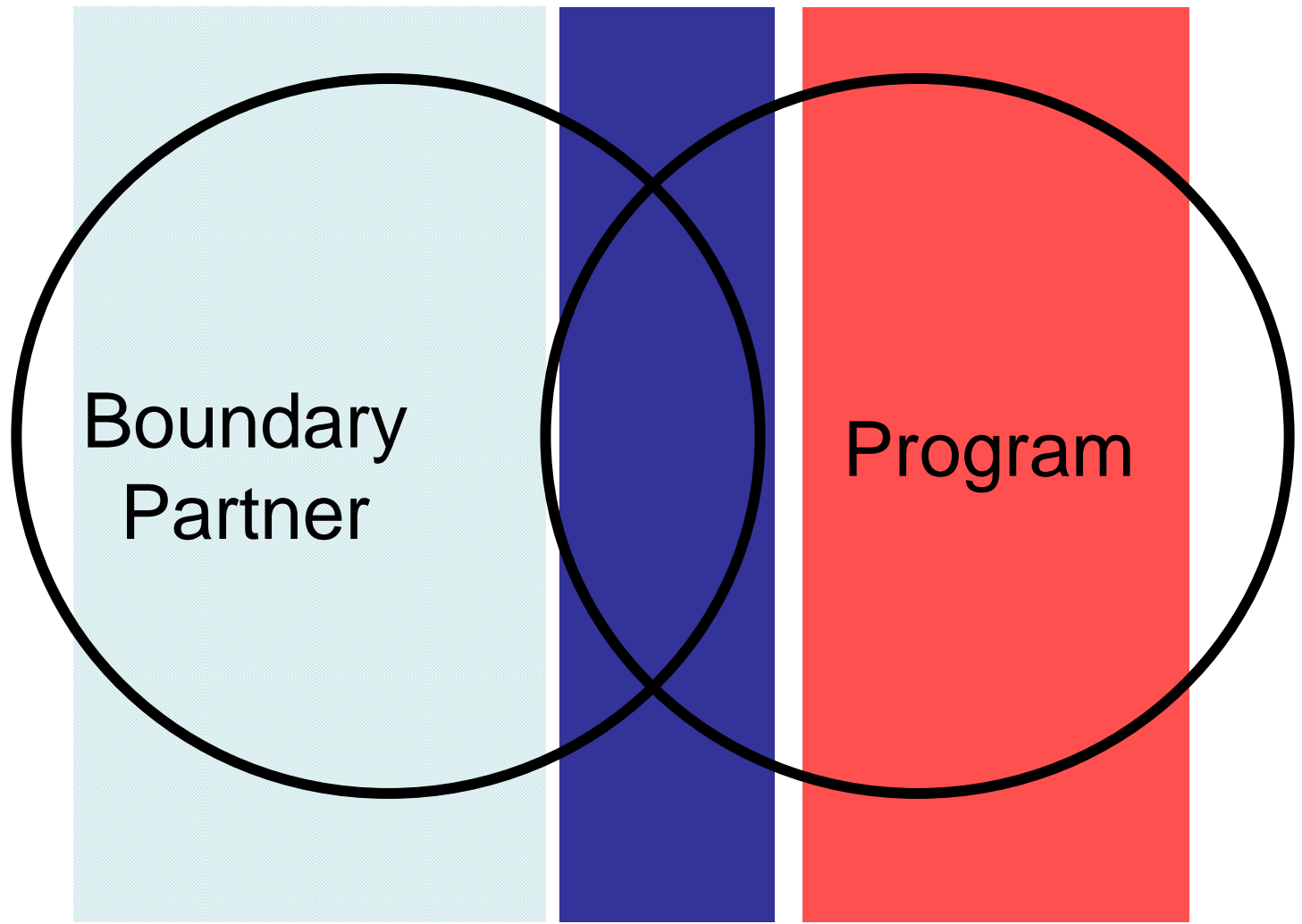




Outcome Challenge
& Progress Markers



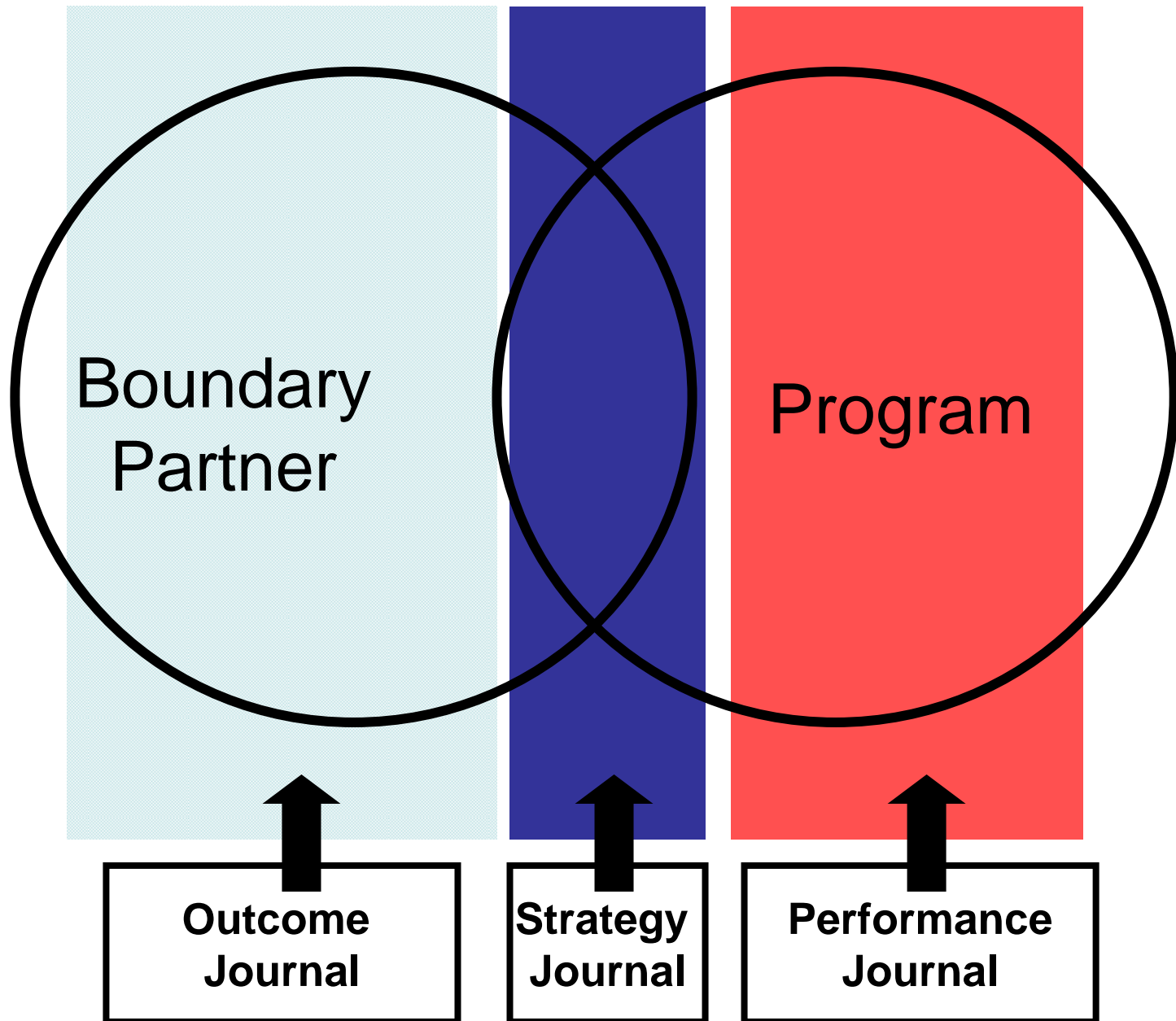
Strategies &
Activities



Boundary
Partner

Program

Organizational
Practices

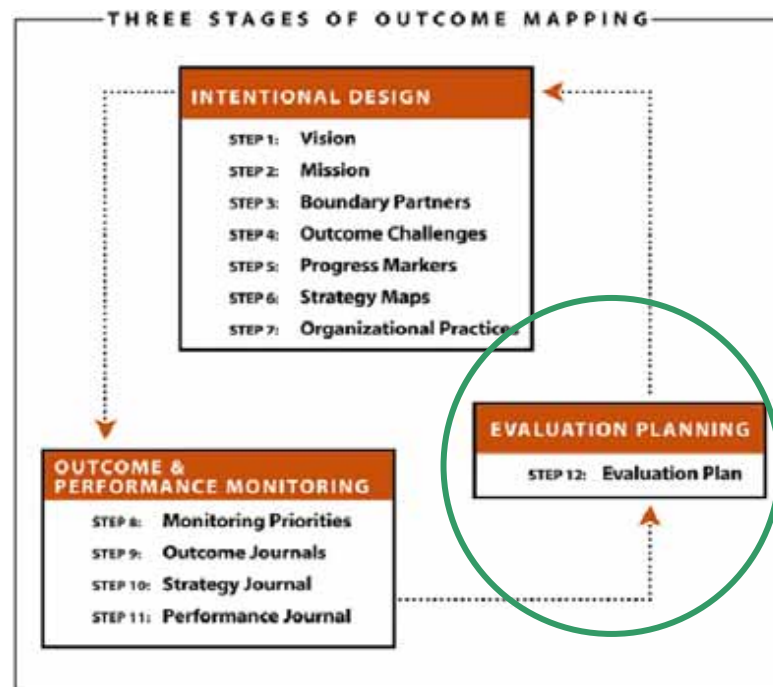


Monitoring Worksheet 5: Program Response

	Responsible Person?	Timing
What should we keep doing?		
What do we need to change in order to improve?		
What strategies/practices do we need to add?		
What strategies/practices do we need to drop? (i.e., they produced no results, they require too much efforts or resources to produce results?)		
Has any issue come up that we need to evaluate in greater depth? What? When? Why? How?		

Stage III :Evaluation Planning

- Step12: Evaluation Plan



Step 12: Evaluation Plan

- A short description of the main planning elements of an evaluation study
- For Whom? What? Where? How? By Whom? When? How Much?

Elements of an Evaluation Plan

Evaluation Issue:						
Who Will Use Evaluation, How, & When?	Questions to be Answered	Info. Sources	Evaluation Methods	Who Will Conduct & Manage the Evaluation?	Date (Start & Finish)	Cost

*“Not everything that matters can be counted,
and not everything that can be counted matters”*

Albert Einstein