



**outcome
mapping**

An Introduction

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Session One

Contents:

Broadly defined

Why Outcome mapping?

What is unique? Different from other approaches

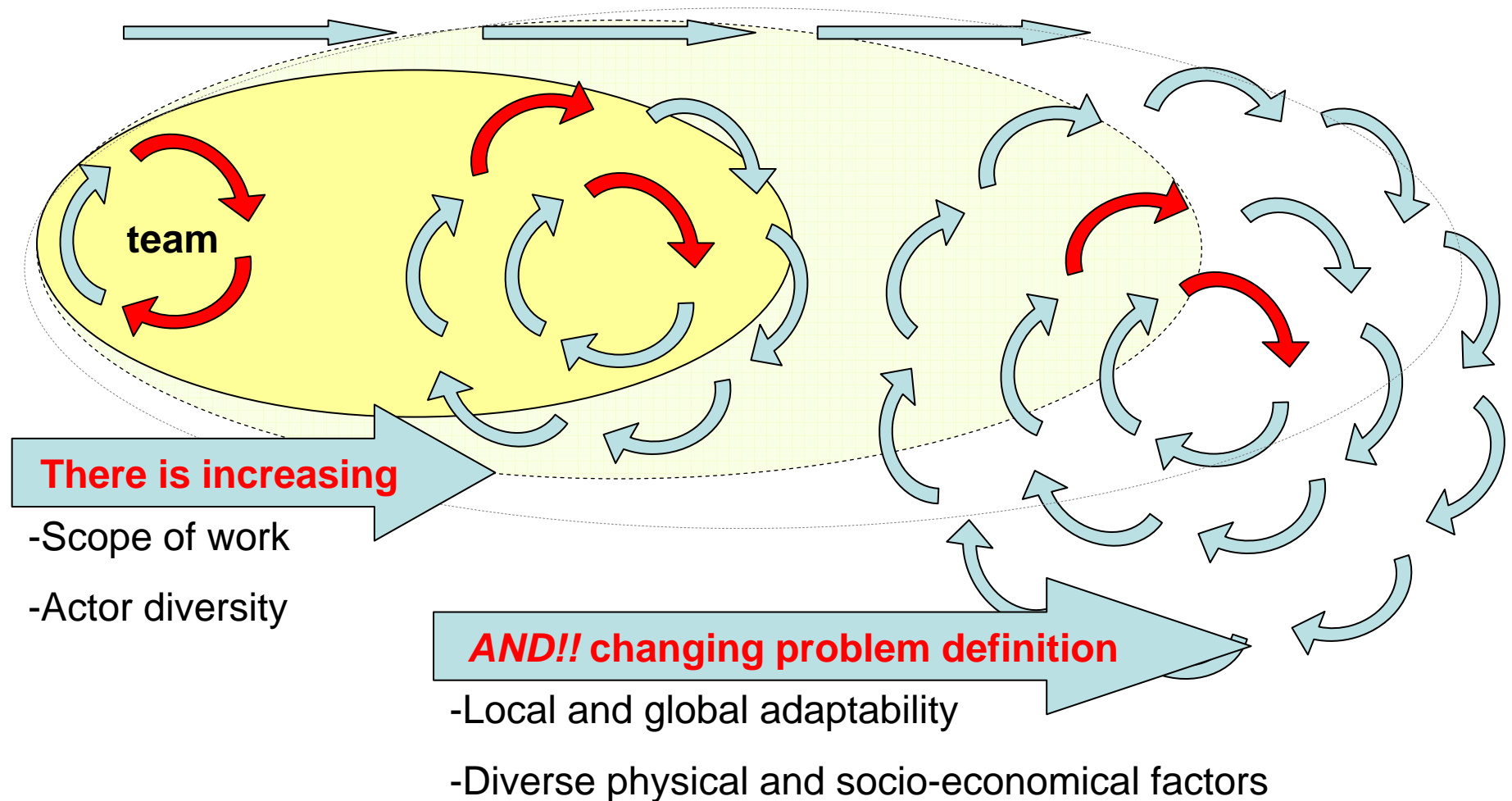


Broad definition

- Outcomes = changes in behaviour, relationships, activities, actions of people, groups, and organizations that program targets
- OM focuses on those changes the project wishes to initiate or establish within its sphere of influence... Changes to influence realization of desired impacts
- OM thus = a way or an approach to project planning, monitoring and evaluation that maps, supports the development of and captures desired outcomes (changes) as they unfold
- Helps a project clarify what it wants to accomplish, with whom, and how

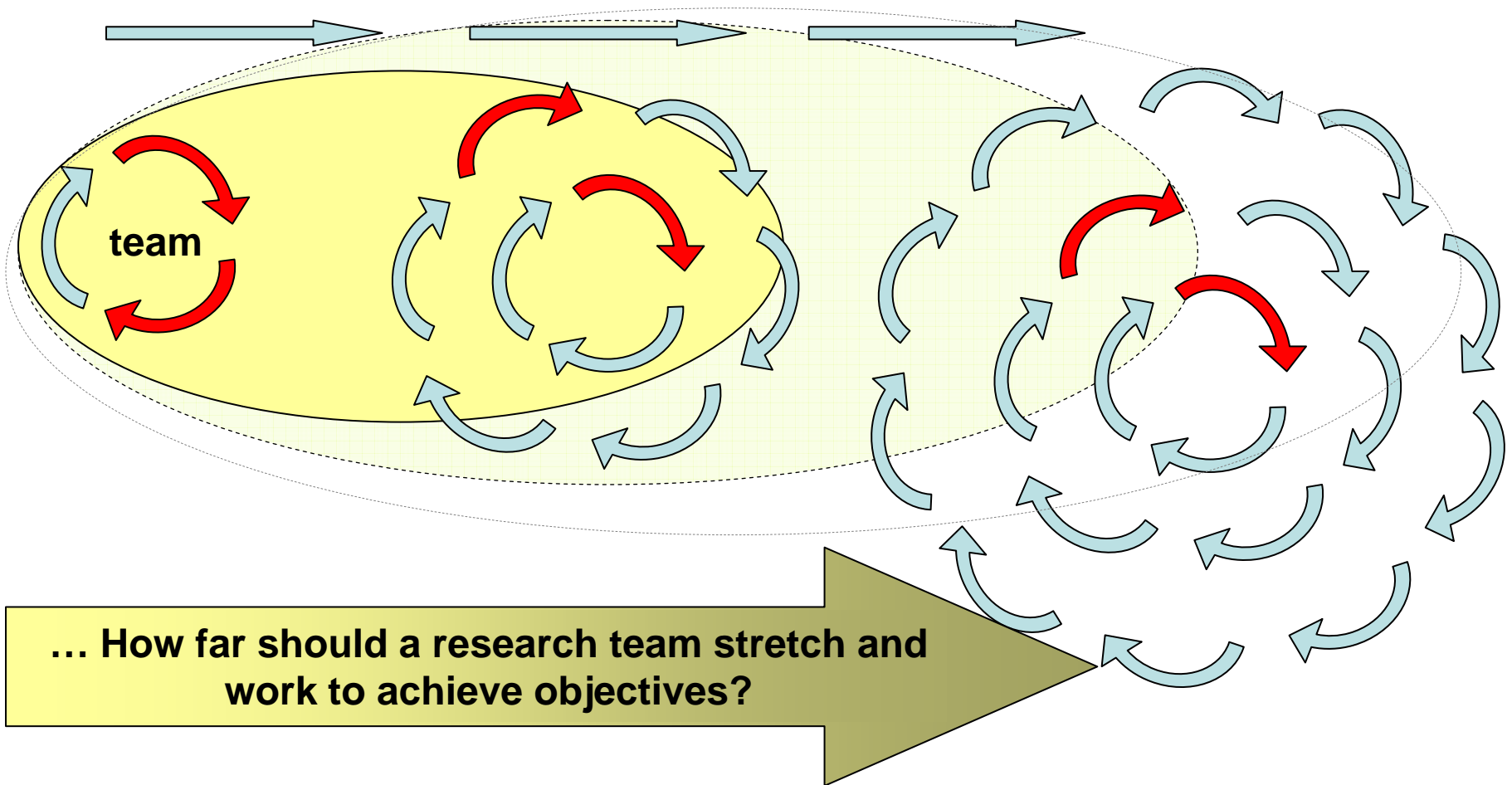
Why the OM approach?

- From research outputs, to adoption, outcomes and impacts ...



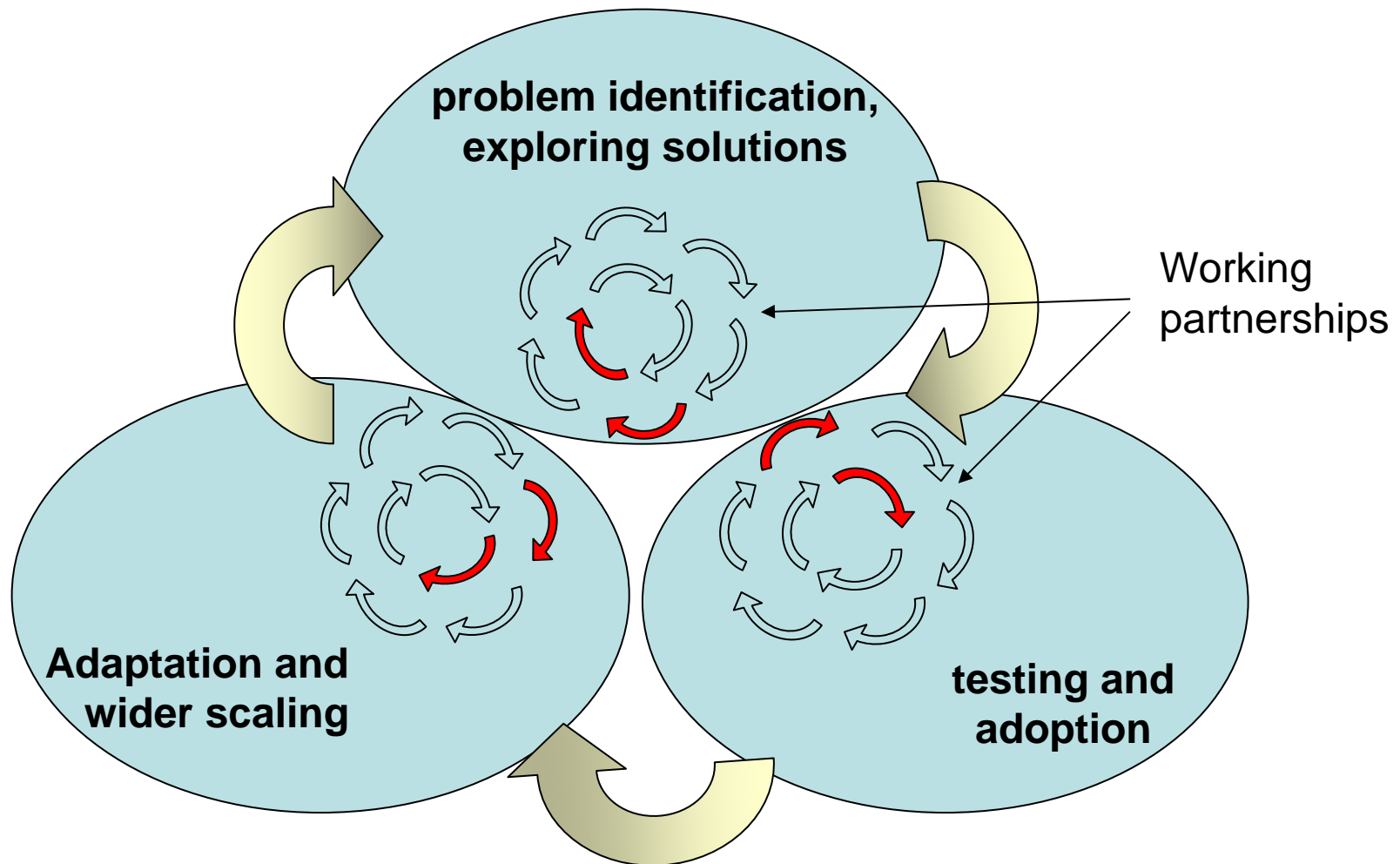
Why the OM approach?

- From research to adoption, outcomes and impacts ...



Why the OM approach?

- No one delivers outcomes alone. In all R & D efforts many other players and events play key roles...





What is unique?

- OM recognizes that decision-making is part of a complex system of actors , where multiple, non-linear events lead to change
- OM requires engagement with partners in relationships that support behavioural changes leading to outcomes indicating progress towards impact
- OM does not focus on **ATTRIBUTION** and **IMPACT!!!**



What is unique?

- OM focuses attention on changes within a project's sphere of influence as well as on learning to improve the performance of a project.
 - *These changes may be incremental/subtle ones needed to sustain larger changes*
- **Boundary partners:** those individuals, groups, and organizations with whom the project interacts with **directly** and with whom the program anticipates opportunities for influence.
- OM offers a methods to monitor change in boundary partners and the program in a constant learning process



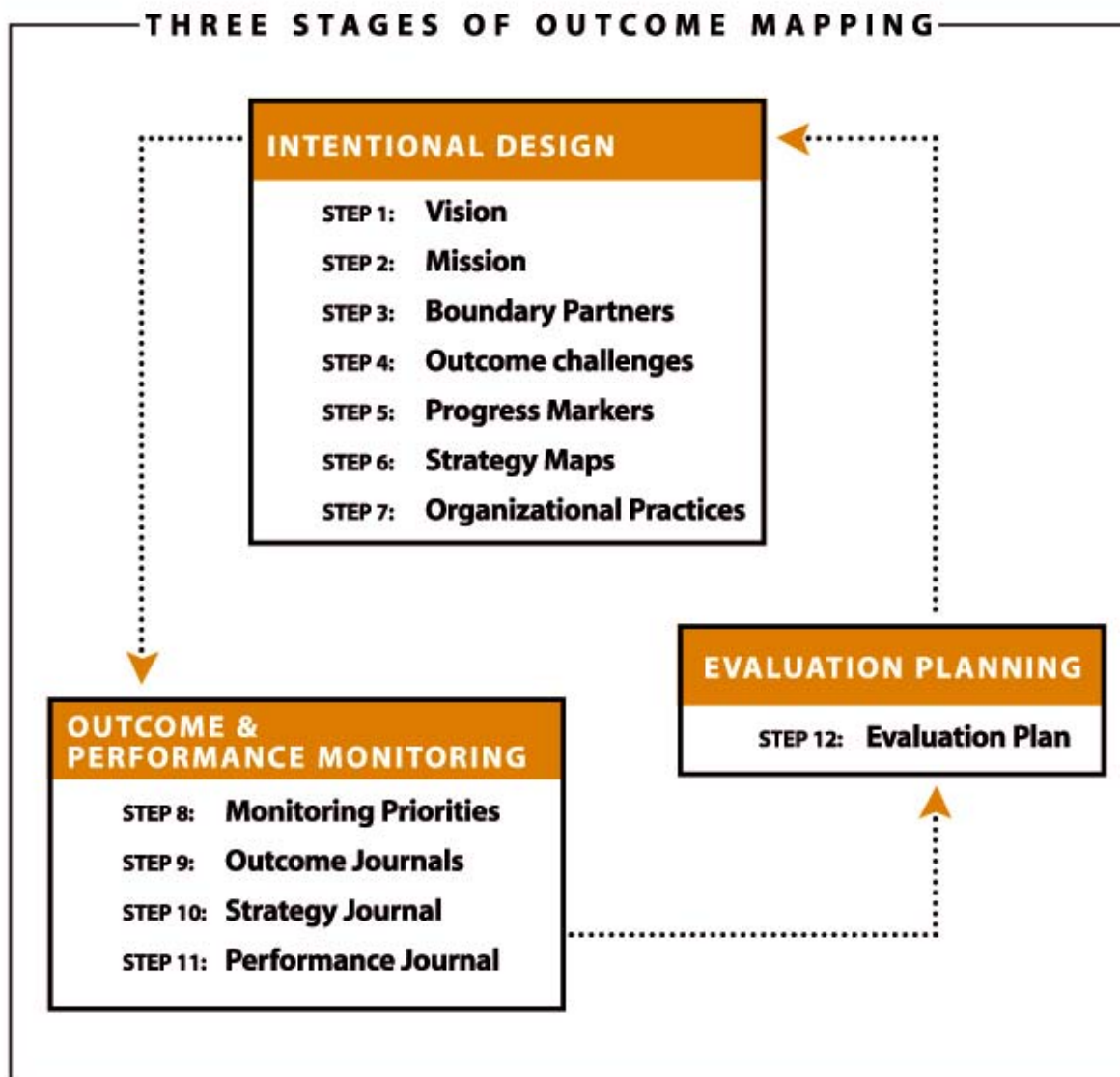
What is unique?

Questions flagged by an OM approach

- Designing and articulating the program's logic
- Recording internal and external monitoring data
- Indicating cases of positive performance and areas for improvement
- Evaluating intended and unexpected results
- Gathering data on the contribution of the program towards changes in its partners
- Establishing evaluation priorities and a plan of action



What is unique?



Other approaches

Other multi-stakeholder P, M & E Processes:

- Results-based Management
- Learning Systems Methodology
- Soft Systems Methodology
- Participatory Learning and Action
- Participatory Rural Appraisal
- Logical Framework Analysis
- Rapid Appraisal of Agricultural Knowledge Systems





Other approaches

Log frame analysis

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Defines project structure, distinguishing between Activities, Inputs, Outputs, Purpose and Goal	Emphasis on value of indicators of achievement. Subject to measurement, or qualitative judgement, or both	How and from what sources of information each indicator (VI) will be quantified or assessed. Consider practicality and cost	Important assumptions on which the success of the project depends. Risks considered



Other approaches

- Unlike log-frame analysis, OM focuses *exclusively* on changes in behavior of individuals and groups within the project itself
- It limits performance assessment to the project's direct sphere of influence *but* encourages risk-taking within that sphere.
- By contrast, log frame analysis specifically link the program's activities to development impact through causal relationships (can limit scope/vision).



Selected OM parameters

OM Vision: Large-scale ultimate development changes (economic, political, social or environmental) which the program hopes to contribute. Described in form of (ideal) behaviour of actors in the system

Outcome Challenge: The ultimate, most ideal change as result of project activities.

Progress Markers: Gradual, transformational change, starting from what current situation (what the project *expects to see in the short-run*), *likes to see in the medium-run*, and *would love to see in the long-run*).

OM Strategy (Activities) Map: What the Project WILL DO to influence desired changes in the Partner along the Progress Markers identified.

Aimed at Partner

Aimed at Partner's environment

Cause, Persuade, Support

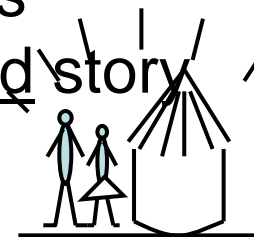


Conclusion

Outcome Mapping helps a program

- be specific about actors to target
- the changes expected,
- strategies to be employed and, as a result,
- be more effective in terms of results to be achieved.
- And the extent of outcome is demonstrable at any time of the project lifetime

Valuable for programs whose results and achievements CANNOT be understood with quantitative indicators ALONE but which require qualitative, contextualized story of development process



For more information:

http://www.idrc.ca/evaluation/ev-9330-201-1-DO_TOPIC.html