An Introduction

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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 …

There is increasing
-Scope of work
-Actor diversity

AND!! changing problem definition
-Local and global adaptability
-Diverse physical and socio-economical factors
Why the OM approach?

- From research to adoption, outcomes and impacts …

... How far should a research team stretch and work to achieve objectives?
No one delivers outcomes alone. In all R & D efforts many other players and events play key roles…
- 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
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?

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
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

Karin Verstralen, September 2005
### Other approaches

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