

outcome mapping: measuring outcomes as behaviour change

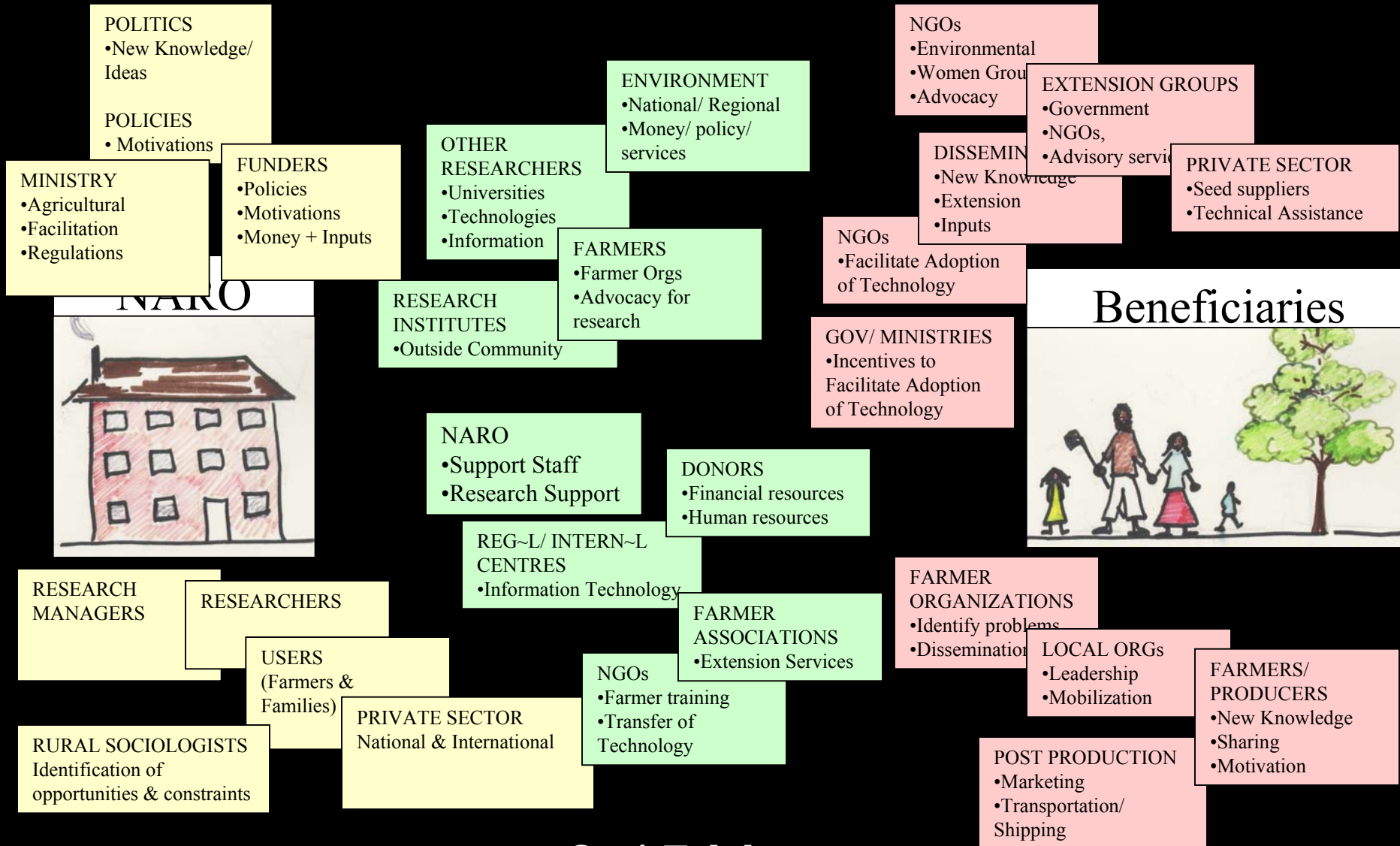


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key evaluation challenges

- measuring development results of research
- establishing cause & effect in an open system
- timing
- encouraging iterative learning
- clarifying values

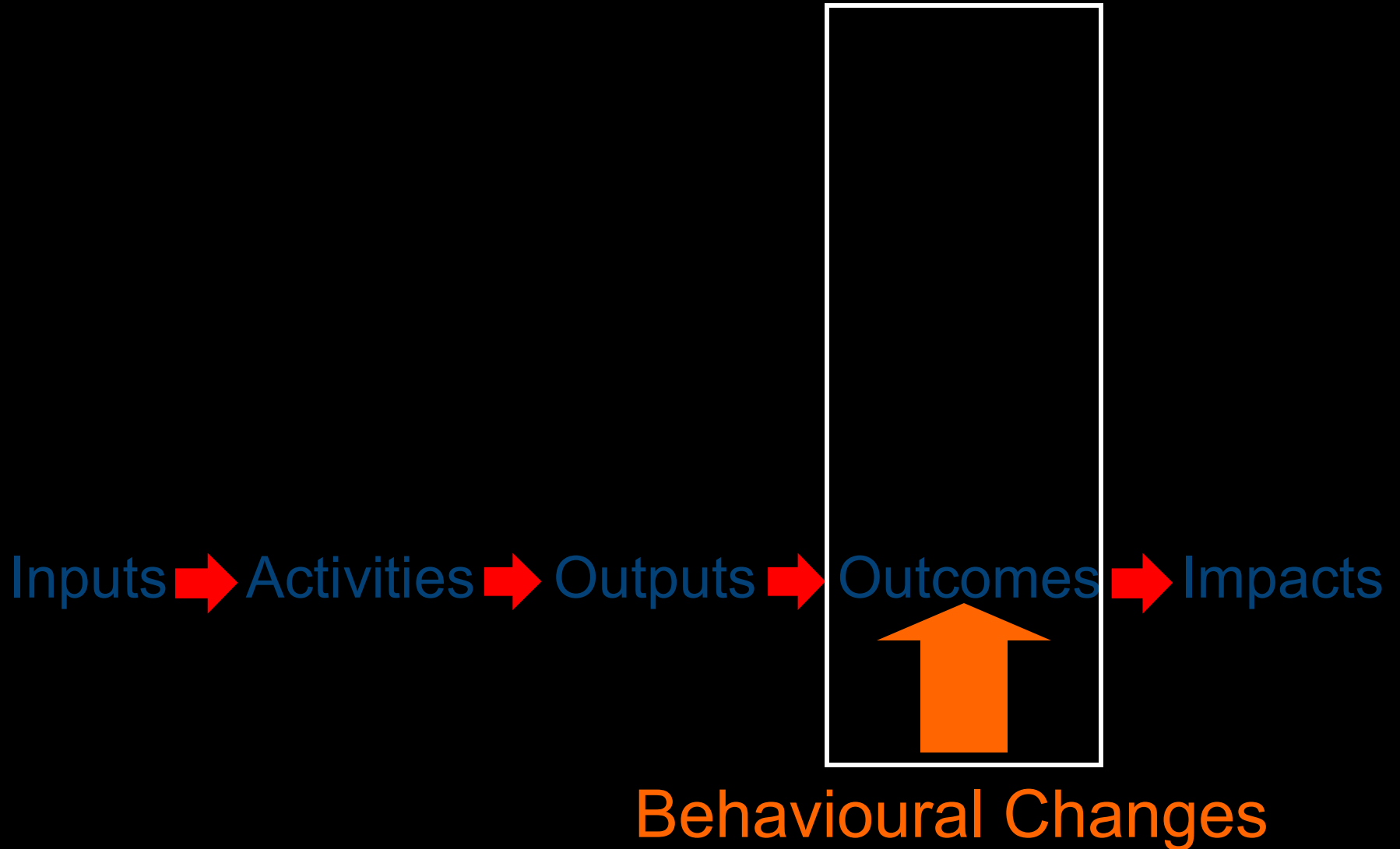
connecting research to well-being



8-15 Years



focus of outcome mapping



outcome mapping key messages



looking at the bigger picture

- Seeing yourself as a part of a interconnected web of relationships and systems



recognizing that change is...

- Continuous
- Complex
- Non-linear
- Multidirectional
- Not controllable



keeping your eyes wide open

- Being attentive along the journey is as important as the destination



contribution not attribution

- your influence on a better world
- you can influence but not control change in your partners



evaluation to support innovation

Traditional Evaluations:

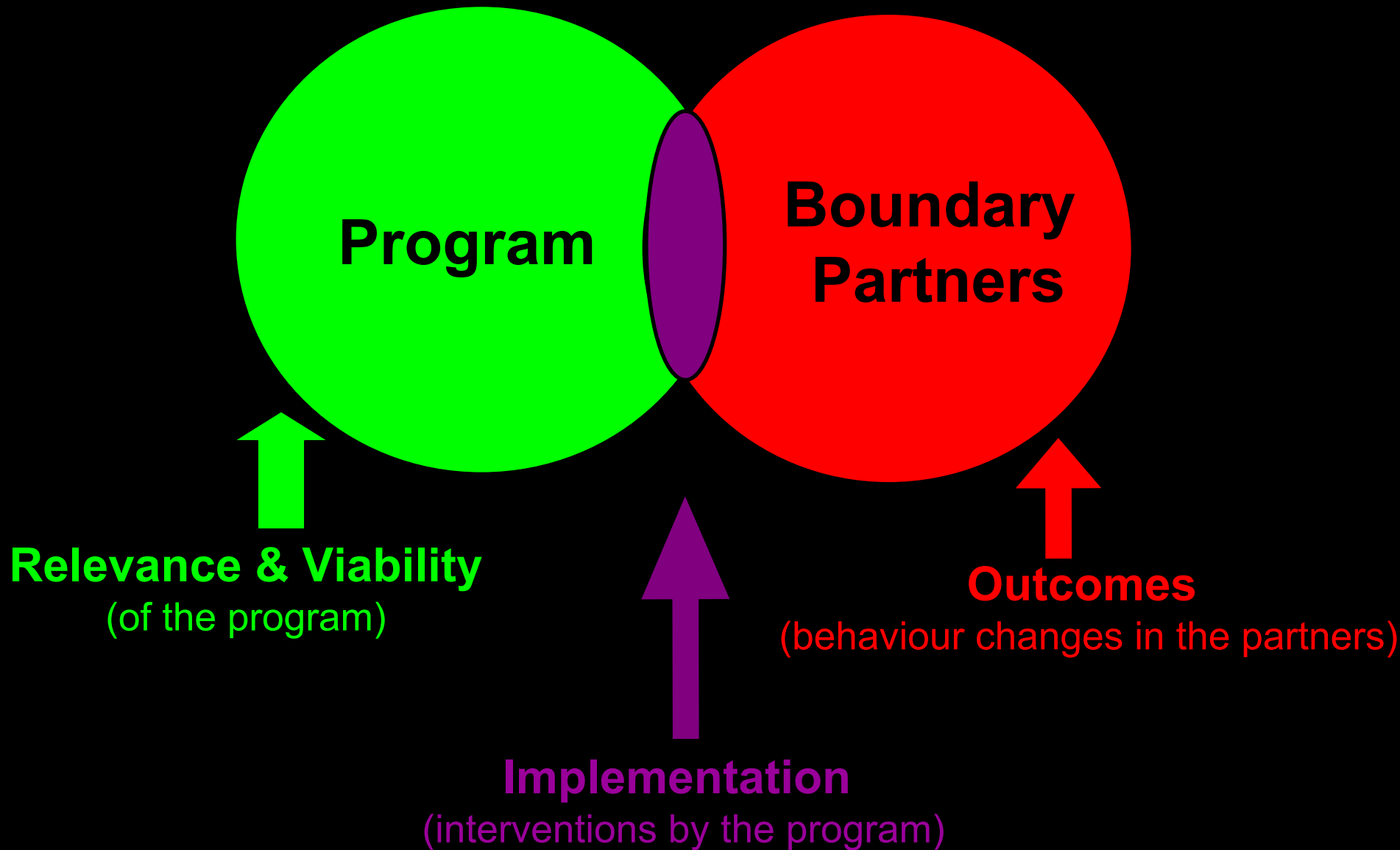
- Judge success or failure
- Measure against fixed goals
- External for objectivity
- Linear cause/effect models
- Accountability to external
- Accountability for control, blame
- Evaluator controls evaluation
- Engender fear of failure

Developmental Evaluations:

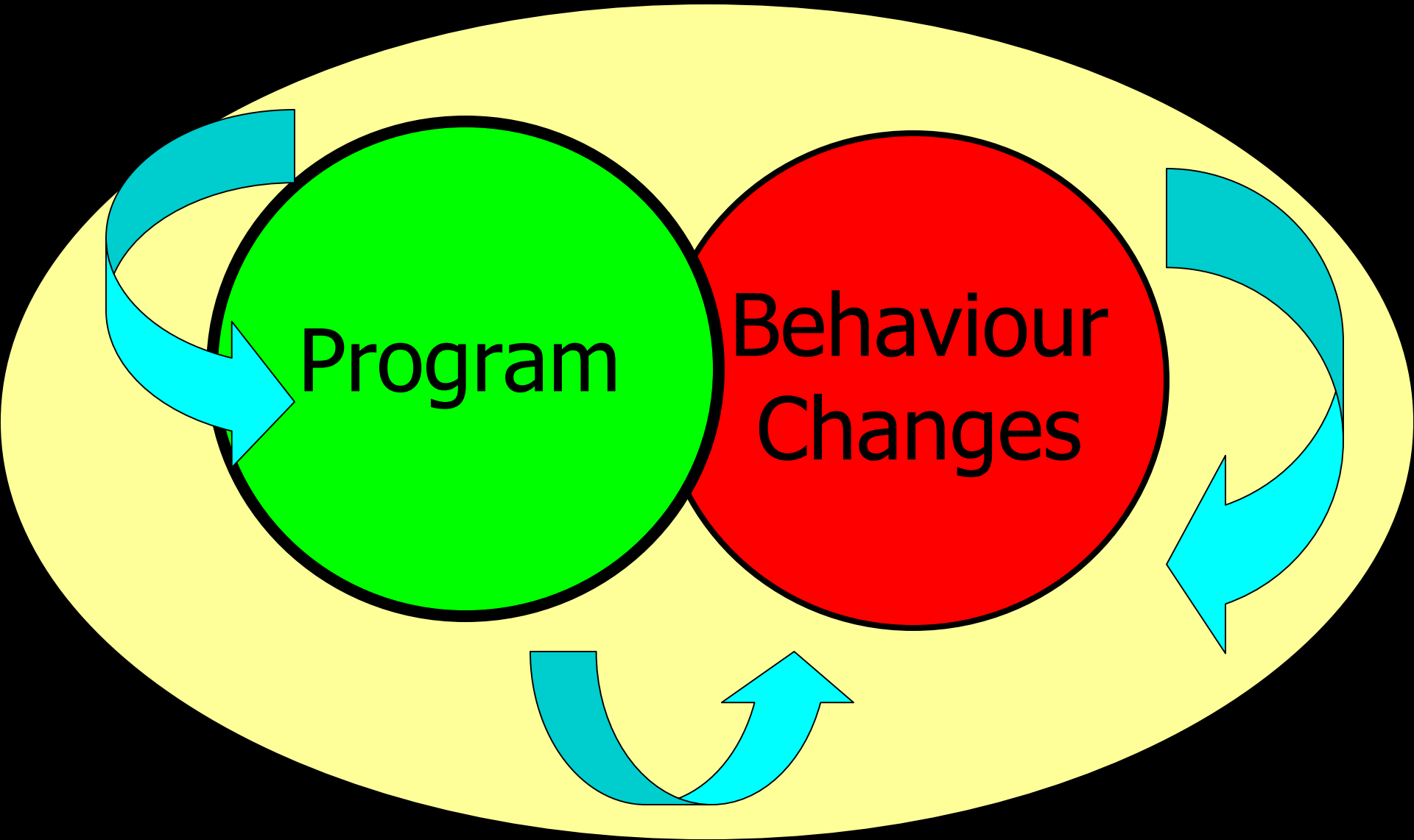
- Provide feedback for improvement
- New measures as goals evolve
- Internal, integrated, interpretive
- Seek to capture system dynamics
- Accountability to values, commitments
- Understand & respond strategically
- Evaluator matches process to context
- Feed hunger for learning

Adapted from: Patton, Michael Q., 2006, "Evaluation for the Way We Work", The Nonprofit Quarterly, Spring.

the possibilities of M&E with OM



...within their context



**how do you evaluate
outcomes?**



why focus on behaviour changes?

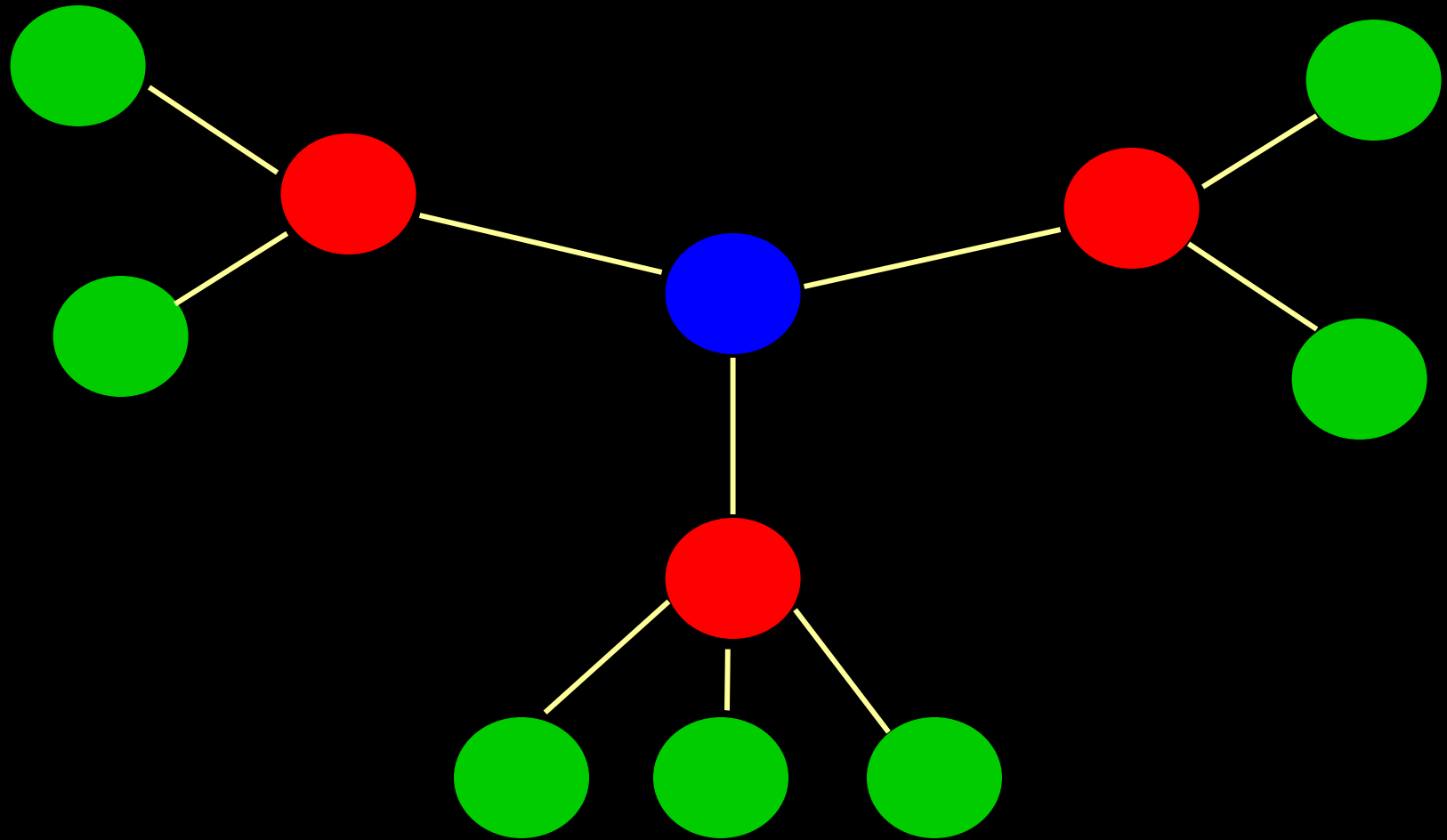
- To stress that development is done by and for people
- To illustrate that although a program can influence the achievement of outcomes, it cannot control them because ultimate responsibility rests with the people affected

focus on direct partners


- Key concept is « boundary partners »
- The individuals, groups, and organizations you work with directly and anticipate opportunities for influence



boundary partners have boundary partners



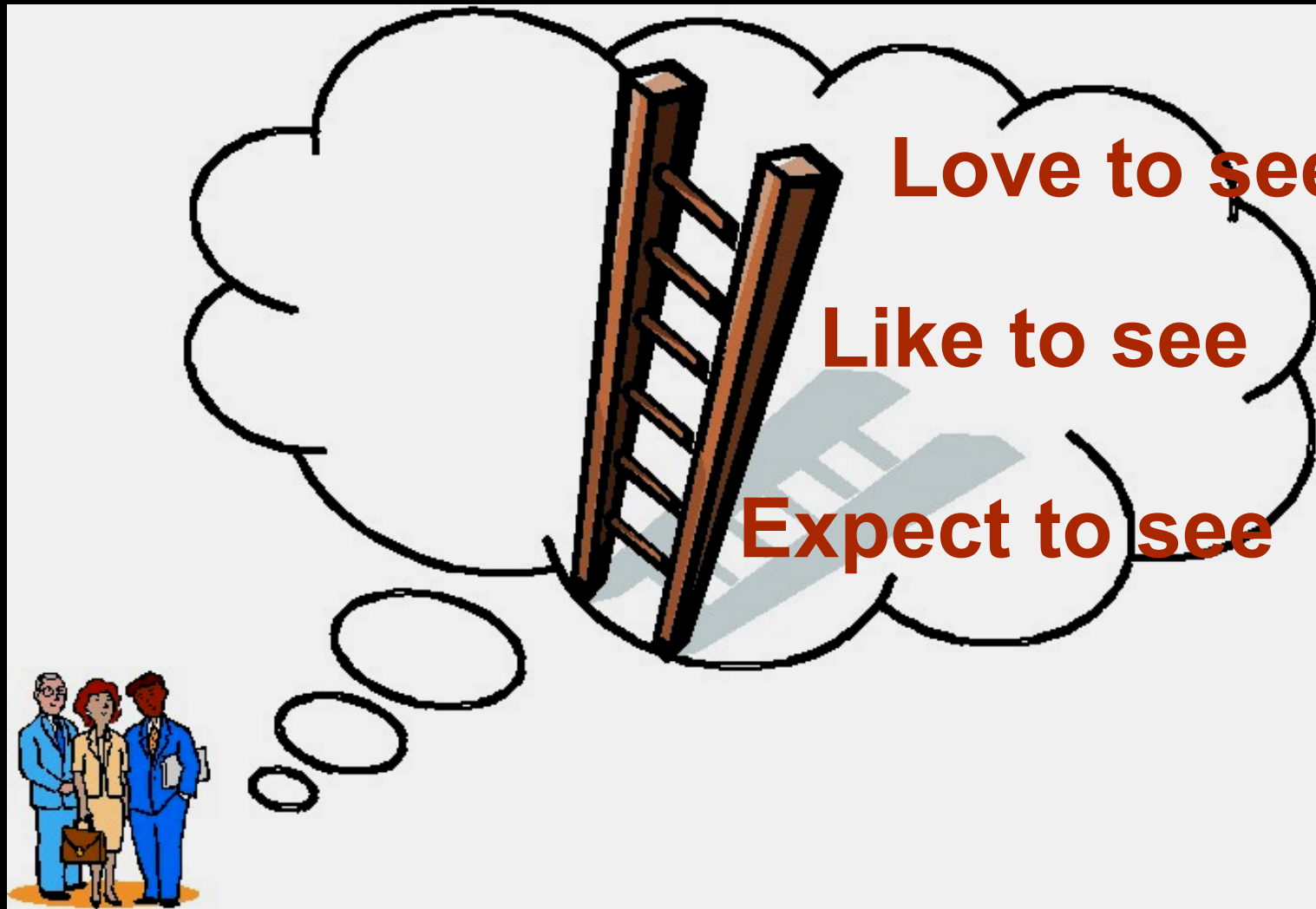
 = your boundary partner

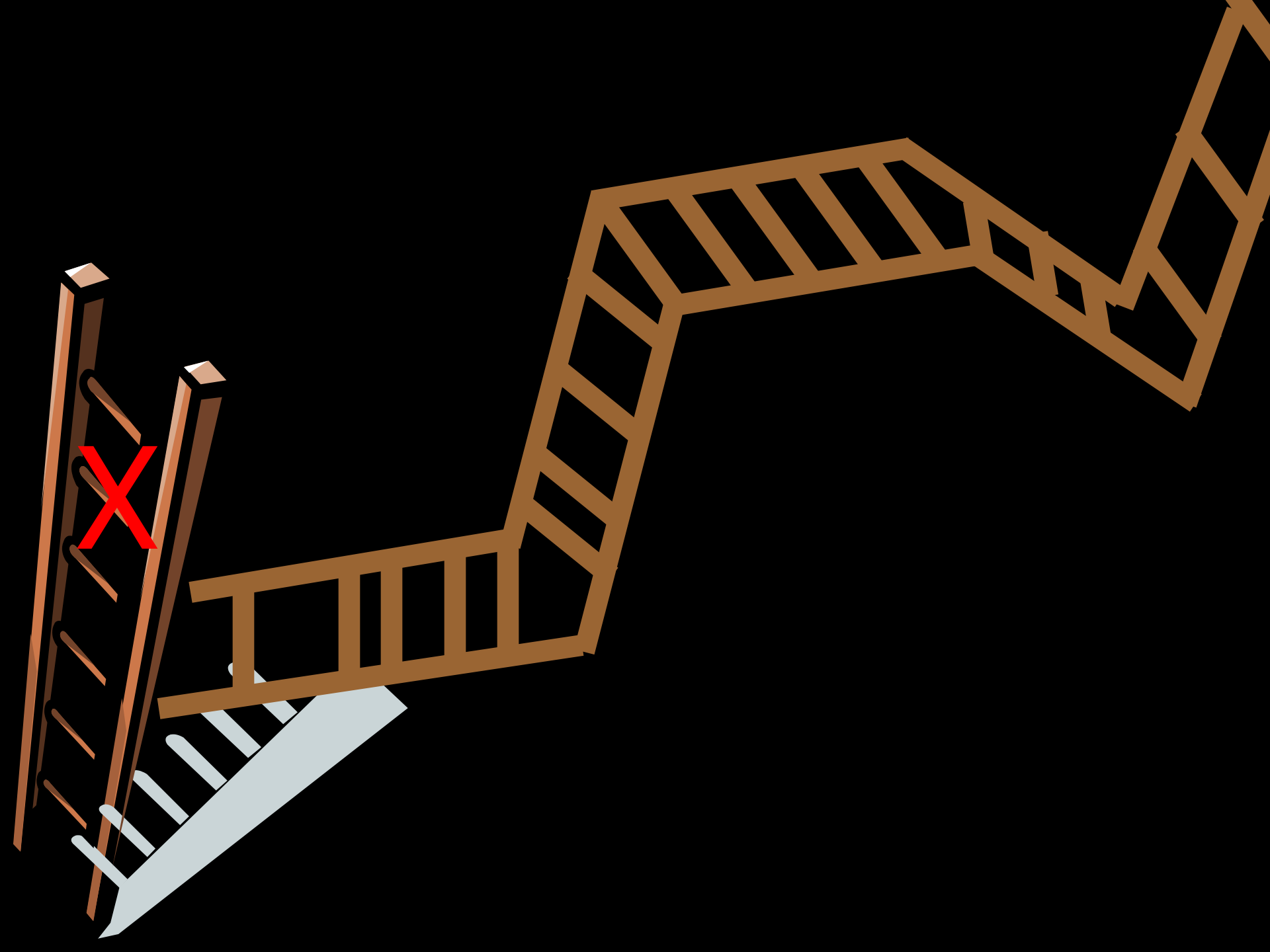
 =Boundary partner of your boundary partner

progress markers

- A graduated set of statements describing a progression of changed behaviours in the boundary partner
- Describe changes in actions, activities and relationships leading to the ideal outcome
- Shows story of change by articulating the complexity of the change process
- Can be monitored & observed
- Permit on-going assessment of partner's progress (including unintended results)

progress markers = ladder of change





outcome journal

To understand the change process in boundary partners. Collects information about:

- Story of change and reasons for change
- Unexpected changes
- The actors and factors that contributed to that change
- How we know the change occurred
- Learnings (what? how? why?)

major issues



baseline

- isn't only a measurement problem but a knowledge issue
- necessary to have a deep understanding of the starting point
- “Step 0” is being developed (situational analysis)
- be wary of potential “rigidness” of baseline
- choose extent of documentation

sampling

- if you have many boundary partners you may have to sample
- quantitative or qualitative sampling strategies

principles of use

- ✓ **Flexible:** modular to be adapted to use & context
- ✓ **Complementary:** use with other methodologies.
- ✓ **Participatory:** seeks dialogue and collaboration with partners
- ✓ **Evaluative thinking:** culture of reflection, results oriented thinking, and promotes social & organizational learning

expanding accountabilities

Using OM for M&E can help you:

- manage multiple accountabilities (up, down, internal, horizontal) by:
 - being able to document & communicate outcomes (traditional understanding of accountability)
 - engage in social learning with your boundary partners making you more accountable to yourself, your organization, and them

Thank you!

For more information, examples of use and to share your experiences

www.outcomemapping.ca

www.idrc.ca/evaluation

