

# Outcome mapping

and Oxfam's experience in DRC

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# PRESENTATION STRUCTURE

- Outcome Mapping (OM)
  - Basics of Outcome Mapping
  - Key Concepts
  - Spheres of Influence
  - Demystifying the 'Black Box'
  - Three Stages of Thinking
- Outcome Harvesting
  - Basics of Outcome Harvesting
  - 6 Steps of Outcome Harvesting
- Resources
- Oxfam's Experience in DRC
  - Oxfam's Community Protection Programme
  - Challenges
  - Outcome Mapping & Harvesting Contribution
- Questions



# BASICS OF OUTCOME MAPPING

- Developed by the International Development Research Centre (IDCR) as a methodology for planning, monitoring and evaluating development initiatives which aim to bring about social change
- Defines limits of programme's influence, promotes strategies that are appropriate to a context and recognises the potential contributions of other actors
- Process helps a team to be specific about target actors, expected changes and useful strategies
- Results measured in terms of changes in behaviour, actions or relationships with and between actors with which the programme interacts directly

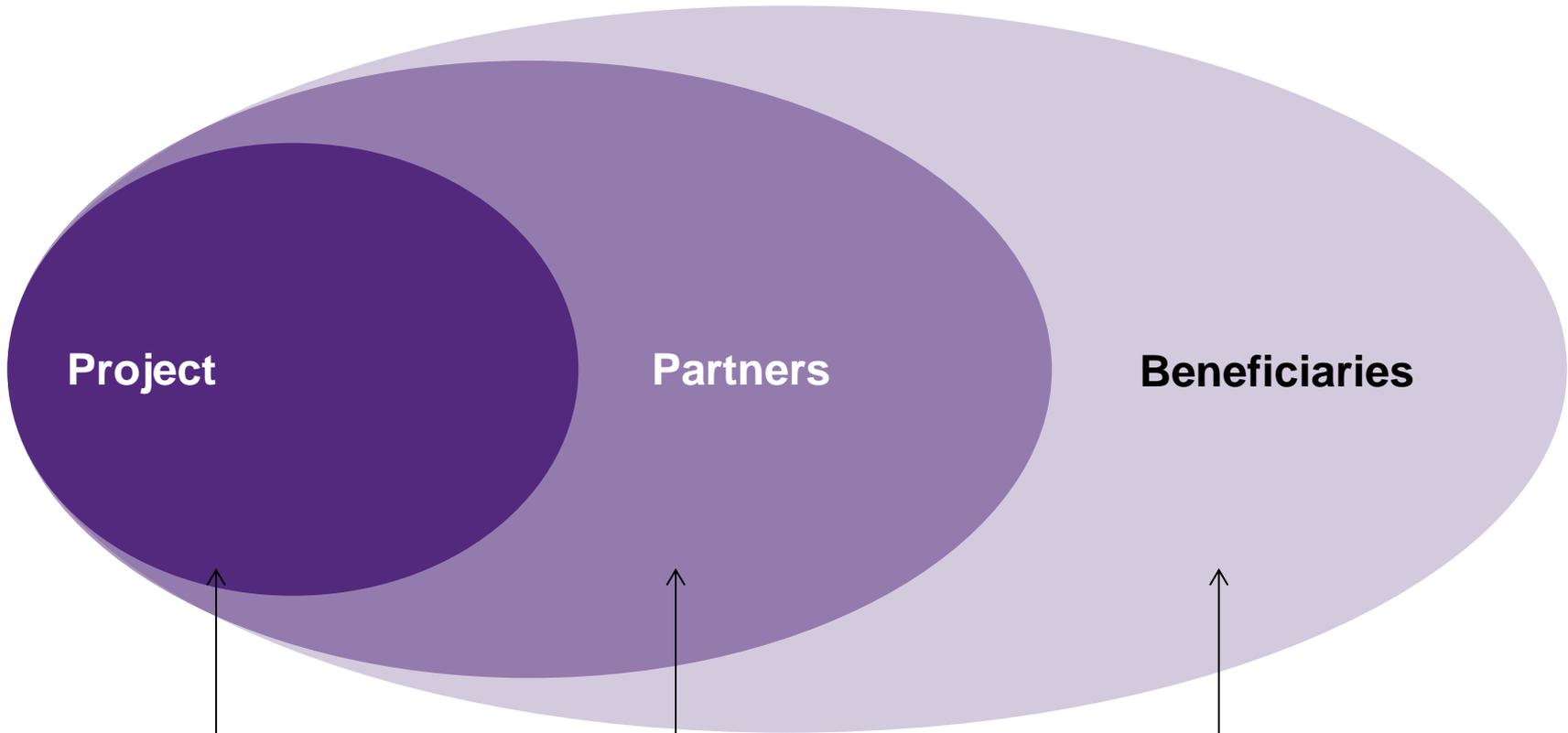


# KEY CONCEPTS

- **Spheres of Influence:** there is a limit to our influence/control
- **Boundary Partners:** Individuals, groups, organisations with which the programme interacts directly and with whom the programme can anticipate some opportunities for influence
- **Outcome Challenge:** description of the ideal changes the programme intends to influence in the behaviour, relationships, activities and/or actions of a boundary partner; boundary partner's contribution to the vision
- **Progress Markers:** a set of graduated indicators of changed behaviours of a boundary partner that focus on the depth or quality of the change



# SPHERES OF INFLUENCE



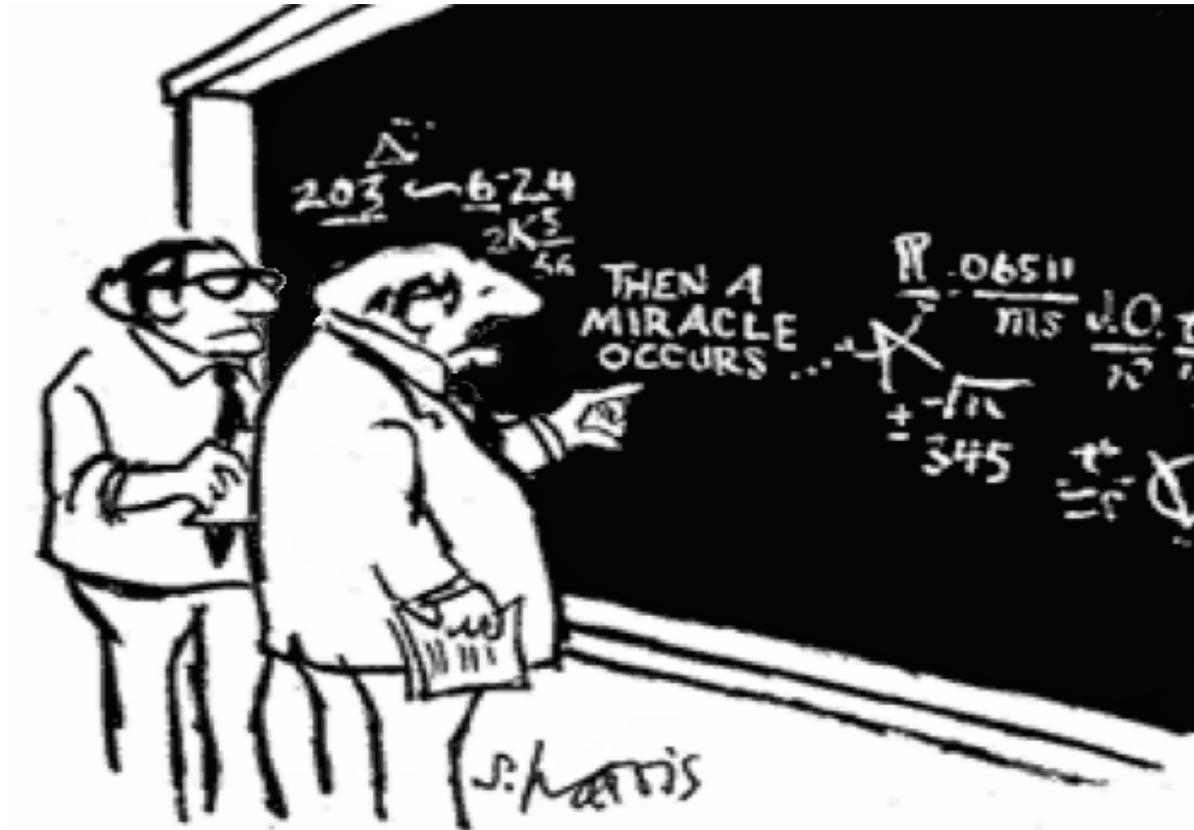
**Sphere of Control:**  
Inputs, activities,  
outputs

**Sphere of Influence**  
Changes in  
behaviour,  
relationships

**Sphere of Interest**  
Changes in  
state/demographics



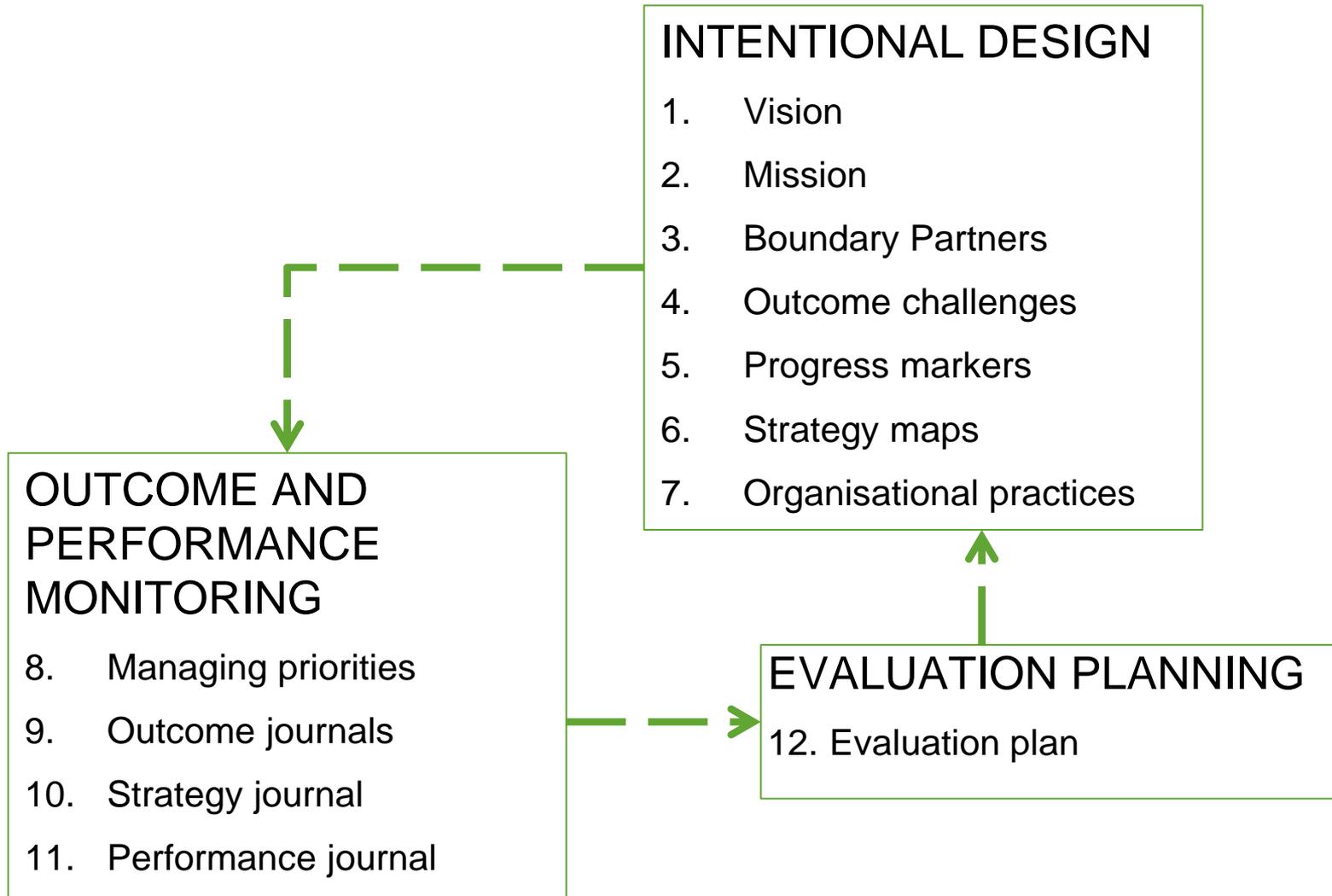
# DEMYSTIFYING THE 'BLACK BOX'



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



# THREE STAGES OF THINKING



# OUTCOME HARVESTING



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# BASICS OF OUTCOME HARVESTING

- Inspired by the definition of outcome as a change in behaviour, relationships, actions, activities, policies or practices
- Does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved and works backwards to determine whether and how the project or intervention contributed to the change
- Applies a broad spectrum of techniques to yield evidence-based answers to the following questions:
  - What happened?
  - Who did it (or contributed to it)?
  - How do we know this ? Is there corroborating evidence?
  - Why is this important? What do we do with what we found out?



# 6 STEPS OF OUTCOME HARVESTING

1. **Design the Outcome Harvest:** questions identified, information to be collected agreed on
2. **Gather data and draft outcome descriptions**
3. **Engage change agents in formulating outcome descriptions:** informants will often consult with others
4. **Substantiate:** with views of independent individuals who are knowledgeable about the outcomes
5. **Analyse and interpret:** through a database, providing evidence-based answers to harvesting questions
6. **Support use of findings:** proposing discussion points and facilitating discussion amongst harvest users



# RESOURCES

- [www.outcomemapping.ca](http://www.outcomemapping.ca)
- Outcome mapping: A method for tracking behavioural changes in development programs, Terry Smutylo - [http://www.outcomemapping.ca/download/csette\\_en\\_ILAC\\_Brief07\\_mapping.pdf](http://www.outcomemapping.ca/download/csette_en_ILAC_Brief07_mapping.pdf)
- Webinar: Introduction to Outcome Mapping, Simon Hearn - <http://www.outcomemapping.ca/resource/webinar-introduction-to-outcome-mapping>
- Outcome Harvesting, Ricardo Wilson-Grau & Heather Britt - [http://www.outcomemapping.ca/download/wilsongrau\\_en\\_Outome%20Harvesting%20Brief\\_revised%20Nov%202013.pdf](http://www.outcomemapping.ca/download/wilsongrau_en_Outcome%20Harvesting%20Brief_revised%20Nov%202013.pdf)
- Outcome Harvesting one-pager, Ricardo Wilson-Grau - <http://www.outcomemapping.ca/download/ricardo.pdf>



# OXFAM'S EXPERIENCE IN DRC



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# OXFAM'S COMMUNITY PROTECTION PROGRAMME

- Establishes Community Protection Committees, Women's Fora and Community Change Agents in rural communities in Eastern DRC
- Works to improve the protection situation through capacity building, sensitisations, identification of risks and mitigation measures, local level advocacy and referrals
- Aims to change behaviour amongst state and non-state actors, communities in general and the committees themselves
- Carries out periodic surveys to measure project progress



# CHALLENGES

- Formulation of indicators showing programme impact has been challenging:
  - Multiplicity of actors working in intervention areas
  - External context which can't be controlled by the programme
  - In a programme which aims to change a situation in a three year timeframe, how do you write indicators for a six month or one year funding cycle?
- Easy indicators therefore tend to focus only on outputs, or on changes in knowledge and perceptions of project targets
  - # of people trained on xx
  - % of men and women able to identify xx referral services and explain how to access them
  - % of community members feeling that their protection situation has improved



# OUTCOME MAPPING & HARVESTING CONTRIBUTION

- One indicator promised an increase in overall perception of safety – increase in rebel activity and fighting in an area meant that despite programme advances the overall feeling of safety decreased
- Team used OM methodology to look at changes they would expect, like and love to see in community protection structures, in community members, and in local authorities
- Process helped identify stages of change in timeframe of project – actual realistic changes such as:
  - Increase in confidence of community protection structures
  - Improvement in structures' reactions when approached with an abuse
  - Improvement in approaches to undertaking a risk analysis
  - Improvement in authorities' participation in working sessions



# OUTCOME MAPPING & HARVESTING CONTRIBUTION

- Monitoring traditionally involves surveys – process helped redefine survey questions
- Programme not quite ready for Outcome Journals; drew from Outcome Harvesting to create an activity/result log for advocacy actions
- Intention to go back and review indicators in future



**QUESTIONS?**



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