Capturing Social Change Through Outcome Mapping

Outcome?

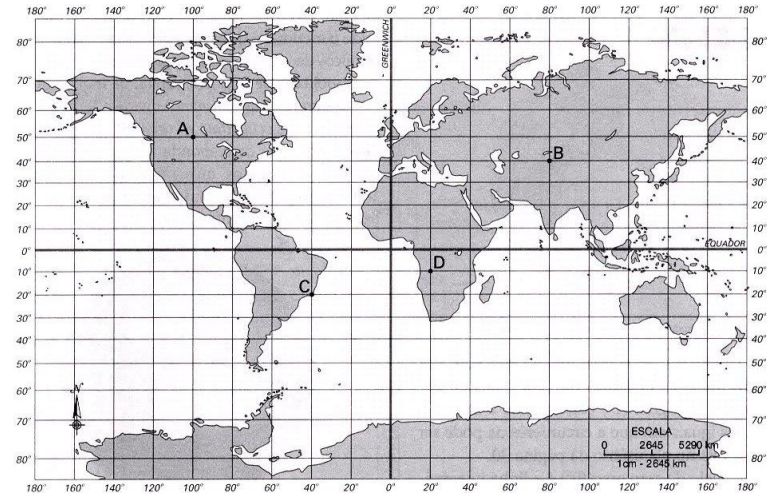| OUTCOMES		
Short-term	Intermediate	Long-term
Results in terms of <u>learning</u>	Results in terms of <u>changing Action</u>	Results in terms of <u>change to the conditions</u>

Mapping??

Outcomes are defined as **changes in the behavior, relationships, or actions of:**

- Program participants in which we influence individuals

- Movement allies and partners in which we **influence social change**

- Earl, Carden, & Smutylo, 2001

Where it relates to logic models?

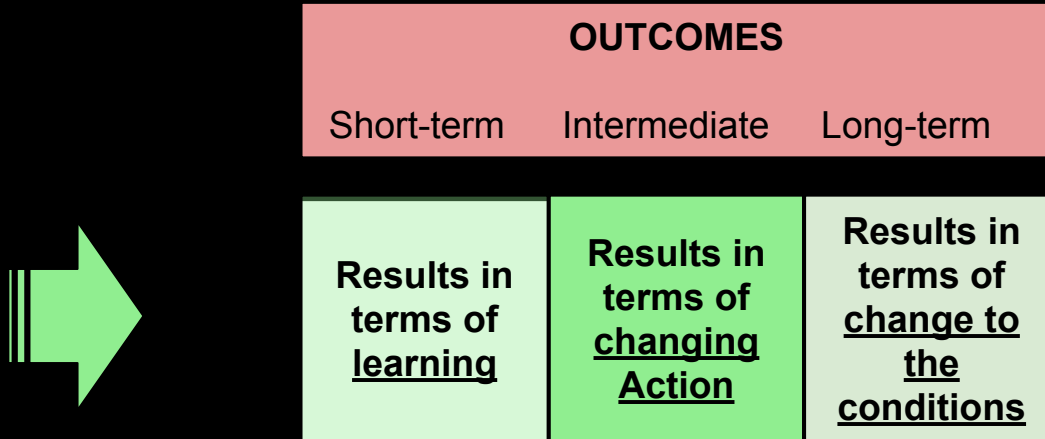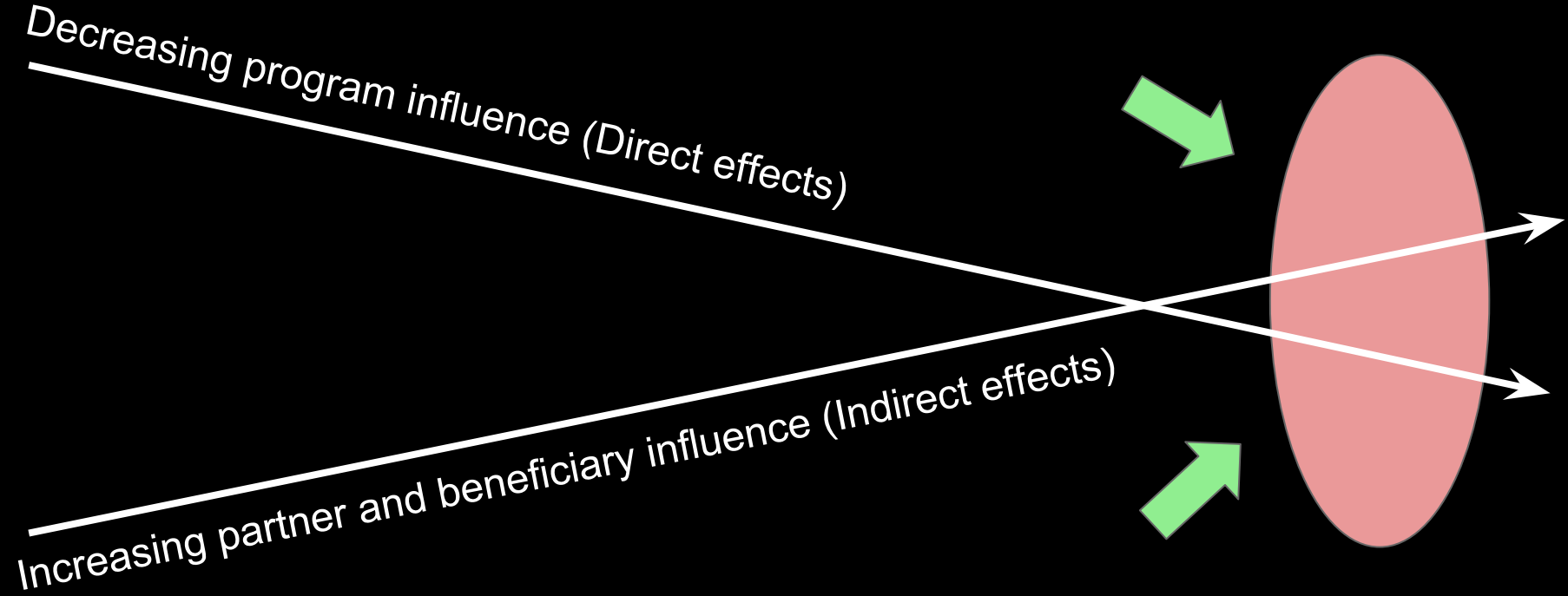| OUTCOMES		
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Where it relates to logic models?

Decreasing program influence (Direct effects)

Increasing partner and beneficiary influence (Indirect effects)

Inputs ➡ **Activities** ➡ **Outputs** ➡ **Outcomes**

Where it relates to programs and people?

Program

Project partners

People who benefit
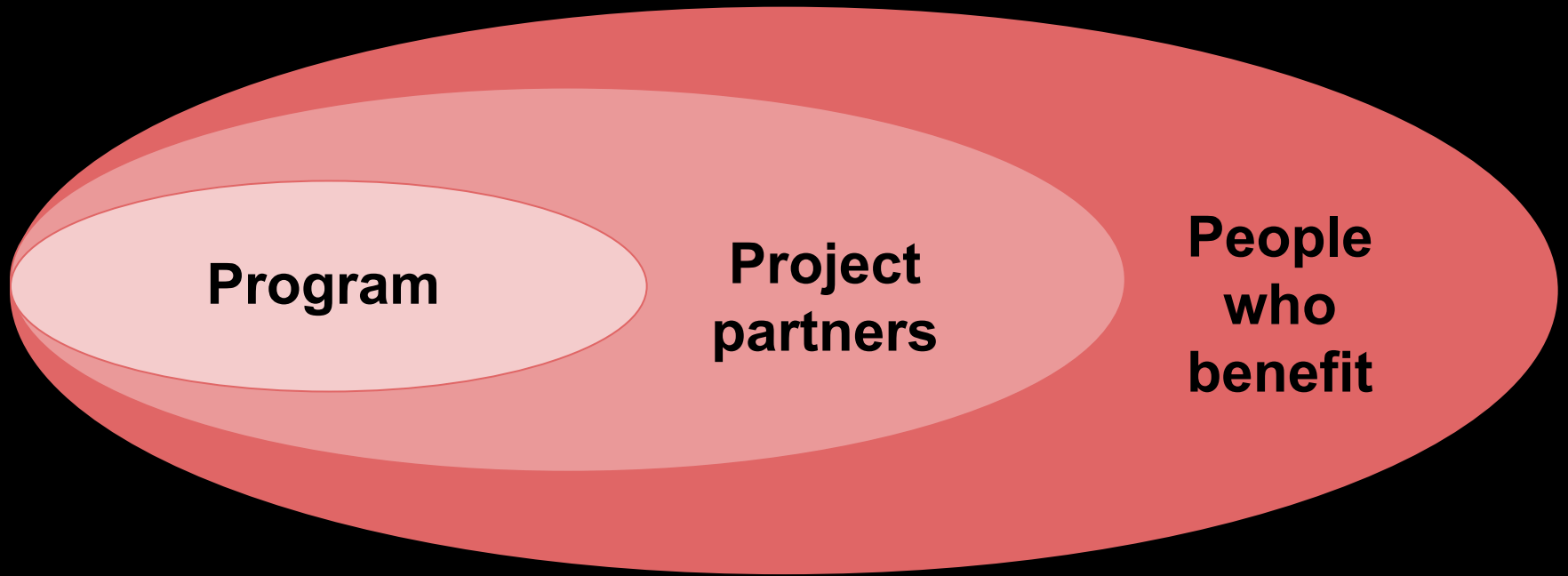
Sphere of control ➤ Sphere of influence ➤ Sphere of interest

Why Outcome Mapping?

⭐ It allows for **qualitative outcomes and stories of** our projects and programs and helps to better surface **our shared impact.**

Why Outcome Mapping?

It provides useful framework for getting beyond our direct outputs and products. Identifying intermediate qualitative outcomes of **influence and higher-level systems change**

Why Outcome Mapping?

Our projects seek **deeper changes and impact on the world** than may be directly linked to our own immediate project environments.

Benefits and limitations of Outcome Mapping

➔ Suitable to provide a broader overview about a project's outcomes

➔ Includes contextual information and identifies external factors

➔ Allows to identify a wide variety of of activities, target groups & potential outcomes

➔ Harder to focus on the most central outcomes / main target group

➔ Is not a replacement for attribution metrics of outputs and more immediate outcomes

➔ Can be a lengthy and time consuming process depending on how you choose to implement measuring

Benefits in planning and evaluation

Planning

Evaluation

★ Delivers a graphic overview of a project's activities and goals for influence

★ Helps you to identify your social change outcomes right from the start

★ Makes your assumptions about causal, influential, and supportive relationships explicit

★ Defines key behavioral and environmental outcomes and helps you to make them measurable

★ Allows to check for gaps in qualitative measurement

★ Long-term: Focuses on the relationship between direct outputs and outcomes to indirect influences

Three stages of Outcome Mapping

Stage 1

Intentional Design

- Identify mission, vision, partners, and desired changes (progress markers)
- Develop of matrix of project strategies employed to influence partners (Strategy Map)
- Articulate key actions that demonstrate practices by partners

Stage 2

Outcome & Performance Monitoring

- Define strategies for the ongoing monitoring of the project's actions in support of outcomes
- Define strategies for the ongoing monitoring of partner progress towards the achievement of outcomes

Stage 3

Evaluation Planning & Implementation

- Identify evaluation priorities
- Develop a shared evaluation plan

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Two helpful tools to begin

Mapping Change: "Progress Markers"

1st kind	2nd kind	3rd kind
The changes we EXPECT to see	**The changes we HOPE to see**	**The changes we would LOVE to see**
Those changes which we have most direct connection or control of	Those changes which require one's direct work is effective at influencing further change	Those changes which change the environment toward one's vision

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Example: Progress Markers

Changes we expect to see	Changes we hope to see	Changes we would LOVE to see
★ Participation in partnership and planning meetings ★ Development of shared language and skills for project/program ★ Successful implementation of collaborative events	: ★ Partner is able to communicate project values and strategies to others ★ Expanding project to additional partnerships, opportunities, or resources ★ Partners changing their policies to better promote project values	: ★ Partners playing a leading role in managing resources ★ Partners sharing experiences and lessons learned ★ Partners influencing policy at a larger scale

Identifying Influence Strategies

Strategies to influence an **individual** or group

Strategies to influence the **environment** of an individual or group

Identifying Influence Strategies

	Causal	Persuasive	Supportive
Aimed at Individuals or Groups	Direct Effects & Outputs	New Thinking & Skills	New Actions
Aimed at the Environment	Physical or Regulatory Context	Information Dissemination & Access	Networks for Partnerships

Identifying Influence Strategies: "Strategy Map"

Strategies for influencing **individuals or groups**

Target of Strategy	Causal Influence	Persuasive Influence	Supportive Influence
A specific individual or group	Strategies which have a direct effect on target or produce a direct output	Strategies which bring about new thinking or skills, based on experience or expertise	Strategies to develop self-sustaining networks for involvement and support

Example: Individual or Group Strategies

Target	Causal Influence	Persuasive Influence	Supportive Influence
Museum partners	Volunteer-led workshops to add open content to projects	Blog storytelling and infographics development to encourage other partners	Skill development and resources for partners to train others to lead workshops

Strategies for the desired outcome of increasing awareness of open knowledge projects & resources

Identifying Influence Strategies: "Strategy Map"

Strategies for influencing the **environment of individuals or groups**

Target of Strategy	Causal Influence	Persuasive Influence	Supportive Influence
An environment of an individual or group	Strategies which create change in social, physical, or policy environment	Strategies to persuade those in environment via messaging system to spread information	Strategies to create an active learning network across partners to guide action

Example: Environmental Strategies

Target	Causal Influence	Persuasive Influence	Supportive Influence
Policy Environment: Copyright Policy	Attend and organize physical meetings of policy makers	Consult with policy makers on free knowledge policy	Networking and coalition building to exchange information to influence policy

Strategies for the desired outcome of increasing awareness of open knowledge projects & resources

Exercise

Task:

1. Set up an progress markers matrix outlining those changes which you 'expect to see', would 'like to see', or 'would love to see' in your project partners.
2. Map your influences to a strategy map!

Worksheets (make a copy)

For further steps and information on Outcome Mapping see a Outcome Mapping: Building Learning and Reflection into Development Programs as well as the online learning community of practice

Next Steps?

References

- Earl, Carden, & Smutylo (2001). Outcome Mapping: Building Learning and Reflection into Development Programs. International Development Research Centre (IDRC).
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