Capturing Social Change Through Outcome Mapping
### Outcome?

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>Short-term</th>
<th>Intermediate</th>
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<tbody>
<tr>
<td>Results in terms of learning</td>
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<td>Results in terms of changing Action</td>
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<td>Results in terms of change to the conditions</td>
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### Mapping??

![World map with labeled coordinates](image)

*Maó: coordenadas geográficas editado, CC0 1.0*
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
- Short-term
- Intermediate
- Long-term

Results in terms of learning
Results in terms of changing Action
Results in terms of change to the conditions
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.
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 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**

- 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

**Evaluation**

- 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 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”

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<th>1st kind</th>
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<td><strong>The changes we HOPE to see</strong></td>
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<td>Those changes which we have most direct connection or control of</td>
<td>Those changes which require one’s direct work is effective at influencing further change</td>
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### Example: Progress Markers

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

Strategies to influence an **individual** or group

Strategies to influence the **environment** of an individual or group
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<th>Causal</th>
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<tr>
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<td>Direct Effects &amp; Outputs</td>
<td>New Thinking &amp; Skills</td>
<td>New Actions</td>
</tr>
<tr>
<td>Aimed at the Environment</td>
<td>Physical or Regulatory Context</td>
<td>Information Dissemination &amp; Access</td>
<td>Networks for Partnerships</td>
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### Identifying Influence Strategies: “Strategy Map”

Strategies for influencing **individuals or groups**

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<th>Causal Influence</th>
<th>Persuasive Influence</th>
<th>Supportive Influence</th>
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<tr>
<td>A specific individual or group</td>
<td>Strategies which have a direct effect on target or produce a direct output</td>
<td>Strategies which bring about new thinking or skills, based on experience or expertise</td>
<td>Strategies to develop self-sustaining networks for involvement and support</td>
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Example: Individual or Group Strategies

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<td>Museum partners</td>
<td>Volunteer-led workshops to add open content to projects</td>
<td>Blog storytelling and infographics development to encourage other partners</td>
<td>Skill development and resources for partners to train others to lead workshops</td>
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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

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<td>An environment of an individual or group</td>
<td>Strategies which create change in social, physical, or policy environment</td>
<td>Strategies to persuade those in environment via messaging system to spread information</td>
<td>Strategies to create an active learning network across partners to guide action</td>
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## Example: Environmental Strategies

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<th>Persuasive Influence</th>
<th>Supportive Influence</th>
</tr>
</thead>
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<td>Policy Environment: Copyright Policy</td>
<td>Attend and organize physical meetings of policy makers</td>
<td>Consult with policy makers on free knowledge policy</td>
<td>Networking and coalition building to exchange information to influence policy</td>
</tr>
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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

- IMAGE CREDIT: MetabolicNetwork: https://commons.wikimedia.org/wiki/File:MetabolicNetwork.png
- IMAGE CREDIT: Maoa coordenadas geográficas editado https://commons.wikimedia.org/wiki/File:Mapa_coordenadas_geogr%C3%A1ficas_editado.jpg
- IMAGE CREDIT: Measuring a Turtle Shell: https://commons.wikimedia.org/wiki/Category:Measuring#/media/File:Doris_Mable_Cochran_(1898-1968)_measuring_a_turtle_shell.jpg