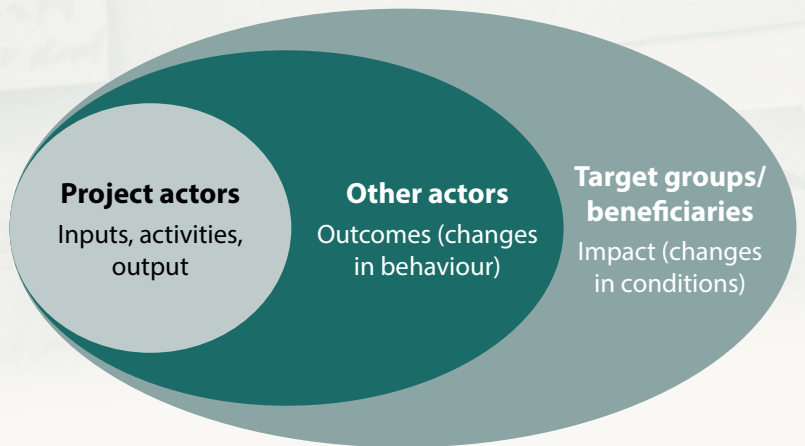# OUTCOME
MAPPING

❓ Why

Do you sometimes ask yourself whether you are measuring what matters?

Outcome Mapping (OM) is a participatory method for planning, monitoring, and evaluating projects. It focuses om changes in behaviour with the people and institutions a project works with. OM follows the whole project cycle with tools for all parts of the cycle and has a strong focus on changes and behaviour.

If you choose this methodology, you choose to also add more emphasis on the **changes that your project or programme seeks to foster**. This is different from a quantitative monitoring framework where you count people and workshops.

Project actors
Inputs, activities, output

Other actors
Outcomes (changes in behaviour)

Target groups/ beneficiaries
Impact (changes in conditions)

Sphere of control/what we can control → Sphere of influence/ what we can influence → Sphere of interest/what we want to change

👤 Who

This tool paper is relevant for implementers of civil society development interventions.
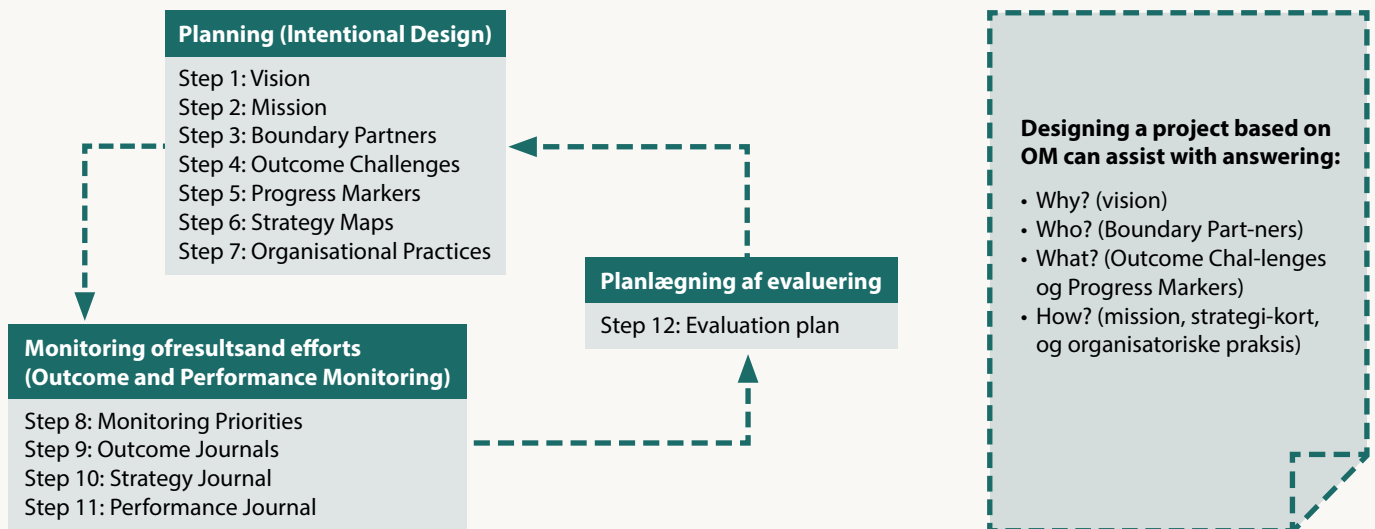
💡 What

Main concepts

Sphere of influence: OM divides a project's efforts into three spheres based on the likeliness of influencing actors related to the project. The spheres are used to map out different levels of actors and target groups in a project to get an overview of what changes you can expect to see with those actors. The spheres are a simple but effective analytical tool that can assist in discussing and clarify roles, responsibilities, and expectations from different actors.

Boundary Partners are the individuals, groups, and organisations that a project interacts with directly and which a project expects to influence. Other actors are named strategic partners.

Outcomes understood as behavioural changes: outcomes are defined as changes in behaviour, relations, activities or actions with people, groups, or organisations that a project works with directly.

⚙ How
Steps in Outcome Mapping

Planning (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: Organisational Practices

**Monitoring ofresultsand efforts
(Outcome and Performance Monitoring)**

Step 8: Monitoring Priorities
Step 9: Outcome Journals
Step 10: Strategy Journal
Step 11: Performance Journal

Planlægning af evaluering

Step 12: Evaluation plan

Designing a project based on OM can assist with answering:

• Why? (vision)
• Who? (Boundary Part-ners)
• What? (Outcome Chal-lenges og Progress Markers)
• How? (mission, strategi-kort, og organisatoriske praksis)

Vision og mission (overall objective and strategy) (step 1 and 2)

• The vision reflects the overall changes one wants to facilitate through a project.

• The mission describes the way one intends to support the vision (overall strategy).

Both are not formulated as overall objectives in the more classical sense, but are longer descriptions of the economic, political, social, and environmental changes one wants to contribute to in the long term through the project, and how one wants to do it.

Boundary Partners (step 3)

Formulating project outcomes is based on an analysis of the possibilities for affecting the most relevant actors in a project. Boundary partners are the individuals, groups, and organisations that the project interacts with directly and whom the project expects to influence. Thus, start by identifying the target groups, partners, and stakeholders that the project expects to influence directly. The actors who cannot be identified as a boundary partner, are included as strategic partners.

Outcome Challenges (project outcomes) (step 4)

When Boundary Partners have been identified, it is time to prepare the Outcome Challenges. An Ouctome Challenge describes how behaviours, relations, activities or actions of an individual, group, or institution will change if the project is successful. They are formulated as how an actor will act differently towards others if the project has been successful.

Photo: Simon Sticker/Dreamtown

CISU CIVIL SOCIETY IN DEVELOPMENT

Progress Markers (indicators for change in behaviour) (step 5)

Next step is to formulate Progress Markers that reflect the degree of change that a project seeks to achieve by graduating the behaviour changes described in the Outcome Challenges through:

- Expect to see: changes that are expected to happen and which are likely to happen in the short term. For example, participation in an event or a workshop.

- Like to see: changes that we hope for that are deeper changes and more difficult to achieve and demands mor effort over time. For example, active learning and engagement among participants after an activity.

- Love to see: changes that we dream of and which are fundamental changes that show a deeper and more sustainable change with an actor. For example, actors that take the initiative to act by themselves.

Progress Markers are used to monitor ones Boundary Partners and their changes in behaviour.

Example of template for an Outcome Mapping project framework

Project framework					
Vision: Mission:					
Boundary partner (name, type)	**Boundary partners role**	**Baseline behaviour** (boundary partners' current behaviour)	**Outcome Challenge** (expected and desired change in behaviour)	**Progress Markers** (indicators for changes in behaviour)	**Activities**
1.				**Expect to see** **Like to see** **Love to see**	
2.				**Expect to see**	

⊕ Benefits

- Keeps focus on behavioural changes with important actors.

- As with Logical Framework Approach, it is a schematic approach that can provide an overview.

- Monitoring and evaluation is a central part of the planning and design of the project.

- It can be used as a supplement to other monitoring tools.

⊖ Limitations

- There are many steps in Outcome Mapping, and it can quickly become very complex.

- It requires that a person is good at thinking about changes in behaviour rather than changes in situations.