

OUTCOME MAPPING

Outcome Mapping focuses on changes in the behaviour of the people, groups and organisations influenced by a programme. Like the logical framework, it is a planning methodology that has implications for how monitoring and evaluation is conducted. However, Outcome Mapping is designed to deal with complexity, and is not based around linear models of change.

Here are some specific terms we will be making reference to;

1. **Outcomes** are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.
2. **Boundary partners** are those individuals, groups, and organizations with whom the program interacts directly and with whom the program anticipates opportunities for influence.

Examples of boundary partners:

- i. *Local communities (NGOs, indigenous groups, churches, community leaders, model forest administration unit)*
- ii. *Government officials and policymakers (national forestry agency/department, regional administration)*
- iii. *Private sector (tourism, fisheries, non-timber forest products, logging and wood processing companies)*
- iv. *Academic and research institutions*
5. *International institutions*

3. Outcome Challenge

Once the boundary partners have been identified, an outcome challenge statement is developed for each of them. Outcomes are the effects of the program “being there,” with a focus on how actors behave as a result of being reached. An outcome challenge describes how the behaviour, relationships, activities, or actions of an individual, group, or institution will change if the program is extremely successful. **Outcome challenges are phrased in a way that emphasises behavioural change.** They should be idealistic but realistic.

Example of an outcome challenge

The program intends to see local communities that recognize the importance of, and engage in, the planning of resource management activities in partnership with other resource users in their region. These communities have gained the trust of the other members of the partnership and the recognition of government officials so that they can contribute constructively to debates and decision-making processes. They are able to clearly plan and articulate a vision of forest management activities and goals that is relevant to their context and needs. They call upon external technical support and expertise as appropriate. They act as champions for model forest concepts in their communities and motivate others in the partnership to continue their collaborative work.

4. Progress Markers;

Progress markers are a set of statements describing a gradual progression of changed behaviour in the boundary partner leading to the ideal outcome challenge.

They are intended as a way for the program to understand and react to the change process in which the boundary partner is engaged.

A set of progress markers represents a change model for the boundary partner that illuminates the depth and complexity of change being sought. The progress markers should advance in degree from the minimum one would *expect to see* the boundary partner doing as an early response to the program's basic activities, to what it would *like to see* them doing, to what it would *love to see* them doing if the program were having a profound influence.

5. Outcome Journal

An outcome journal is an M&E tool that helps plan your project in a systematic manner, keeping track of what is to be achieved from activities to goal level. In this instance, the outcome journal will have the goal already filled out for you.

Outcome and Performance Monitoring, a monitoring system can be devised for these progress markers, using an Outcome Journal to collect data. In order to manage the amount of data that needs to be collected, the program should limit the number of progress markers it sets for each outcome challenge to no more than:

- Four “expect to see” progress markers;
- Eight “like to see” progress markers; and
- Three “love to see” progress markers.

Video reference materials:

[An Introduction to Outcome Mapping - YouTube](#) – 1 hour

[How is an outcome statement formulated? - YouTube](#) – 5 minutes

[The benefits of outcome harvesting - YouTube](#) – 5 minutes

[How is outcome harvesting done? - YouTube](#) – 4 minutes

SASA Programme

The goal for SASA is ***to support empowering communities to build accountable and responsive governance structures and processes in Kenya and Tanzania.***

See below the outcome areas for SASA highlighted in yellow that will form your project outcomes. Examples of activities/strategies have also been included but should not limit you.

Result area 1: Promoting inclusive governance and human rights

Outcomes: 1.1 Increased constructive dialogue between citizens and leaders.

2. Result area 2: Strengthening agency toward Gender Equality

Outcomes: 2.1 Increased participation of women and youth leaders in dialogue with duty bearers and stakeholders.

3. Result area 3: Enhancing CSO networking, solidarity, and movement building

Outcomes: 3.1 Spaces and platforms for collaboration and coordination are created and/or strengthened.

4. Result area 4: Capacity development of diverse civil society actors

Outcomes: 4.1 Civil society organizations and movements are sustainable.