



IDRC • CRDI

International Development Research Centre
Centre de recherches pour le développement international

Classification - Internal / Interne

Canada



Knowledge. Innovation. Solutions.

Savoir. Innovation. Solutions.

Outcome Mapping:

An approach for designing research for impact



About IDRC

**Building
actionable,
evidence-informed
solutions to global
challenges**

We believe that

- research is essential to generate evidence to tackle global challenges
- knowledge is key to a self-sufficient, healthy and prosperous future
- investing in research can unlock solutions

Our goal? A more sustainable and inclusive world for all

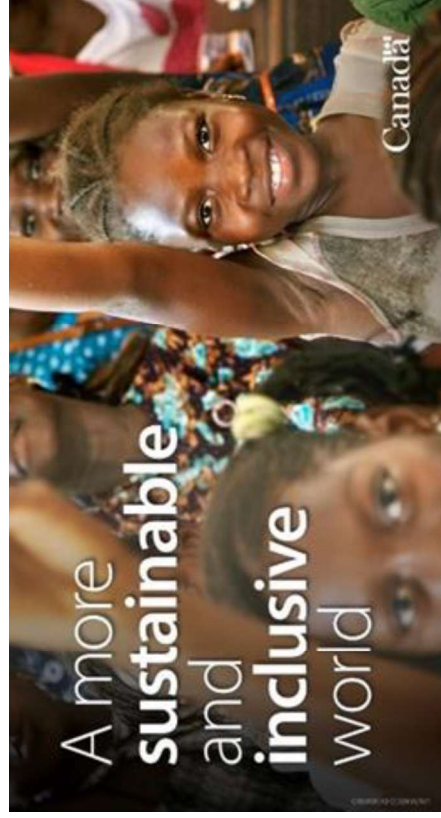


IDRC offices around the world





IDRC Strategy 2030 Objectives to 2030



Invest in high-quality research and innovation

Share knowledge for greater uptake and use

Mobilize alliances for impact





IDRC's Knowledge Sharing Responsibilities

For research uptake and use

Knowledge translation

Is the process of moving research-generated evidence into action (policy, social and behavioural change, etc.) with a view to having a positive impact on addressing development challenges.



Support we give our partners to share knowledge

IDRC funds **research that is positioned for use** and supports the efforts of our partners to **move research-generated evidence into action**.

For visibility and relevance

Strategic positioning

Involves creating a unique, visible and valued position for IDRC and its work (visibility and relevance), relative to its peers and key stakeholders, with a view to achieving greater influence and impact.



Actions we take ourselves to share knowledge

IDRC engages strategic stakeholders to **increase the visibility and reach**, and demonstrate the relevance, of our work.



IDRC's 'Ideas to Impact' model:

Transforming research into action for meaningful and lasting change



Locally led high-quality research



Moving research into action



Evaluating and learning from research outcomes



Moving research into action

Transforming research into action for meaningful and lasting change

Research processes must engage the right people at the right time to achieve development outcomes.

How we fund research is as important as what research we fund. To help move research into action, we:

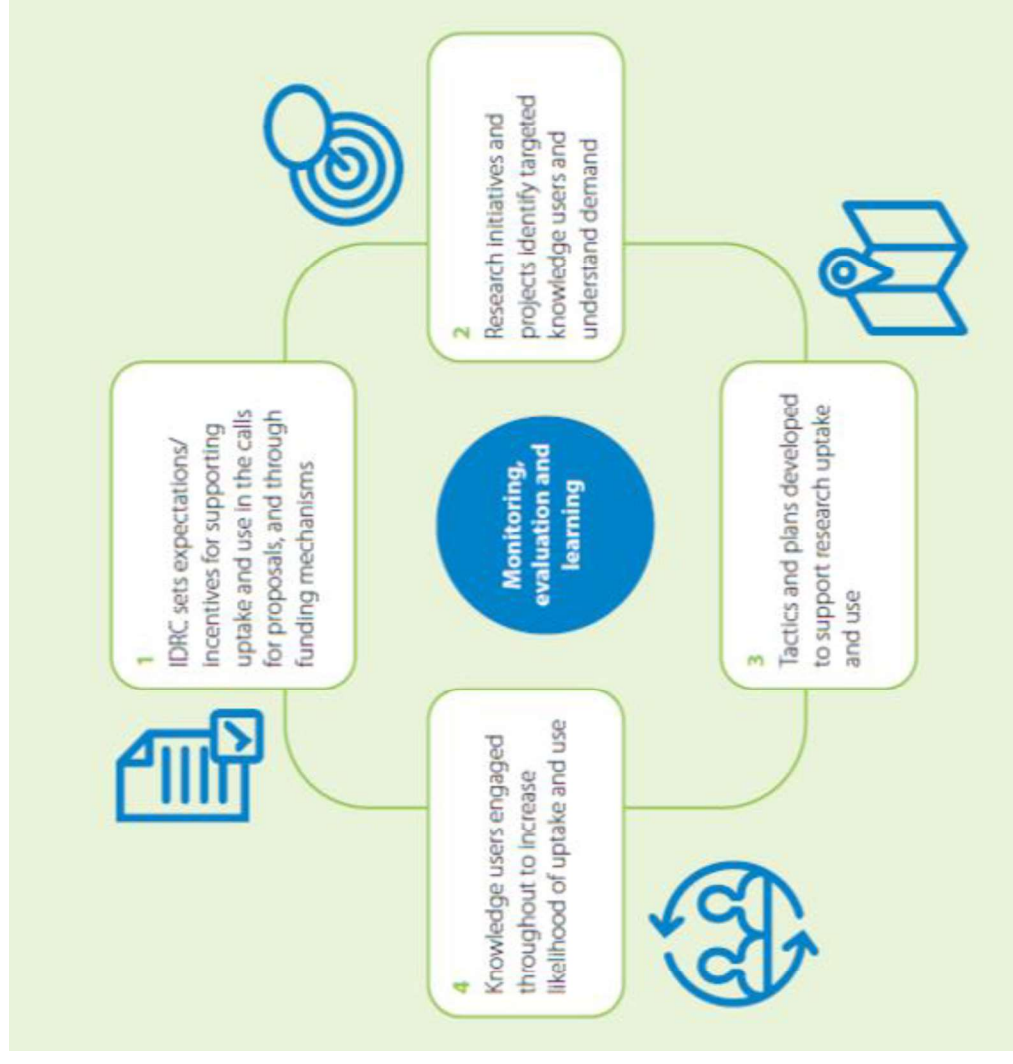
- Invest in research that is 'positioned for use', including research that is co-produced with users and beneficiaries
- Support the context-specific knowledge translation efforts of our grantees and their local partners





Designing research for impact

What this might
look like for a
research project



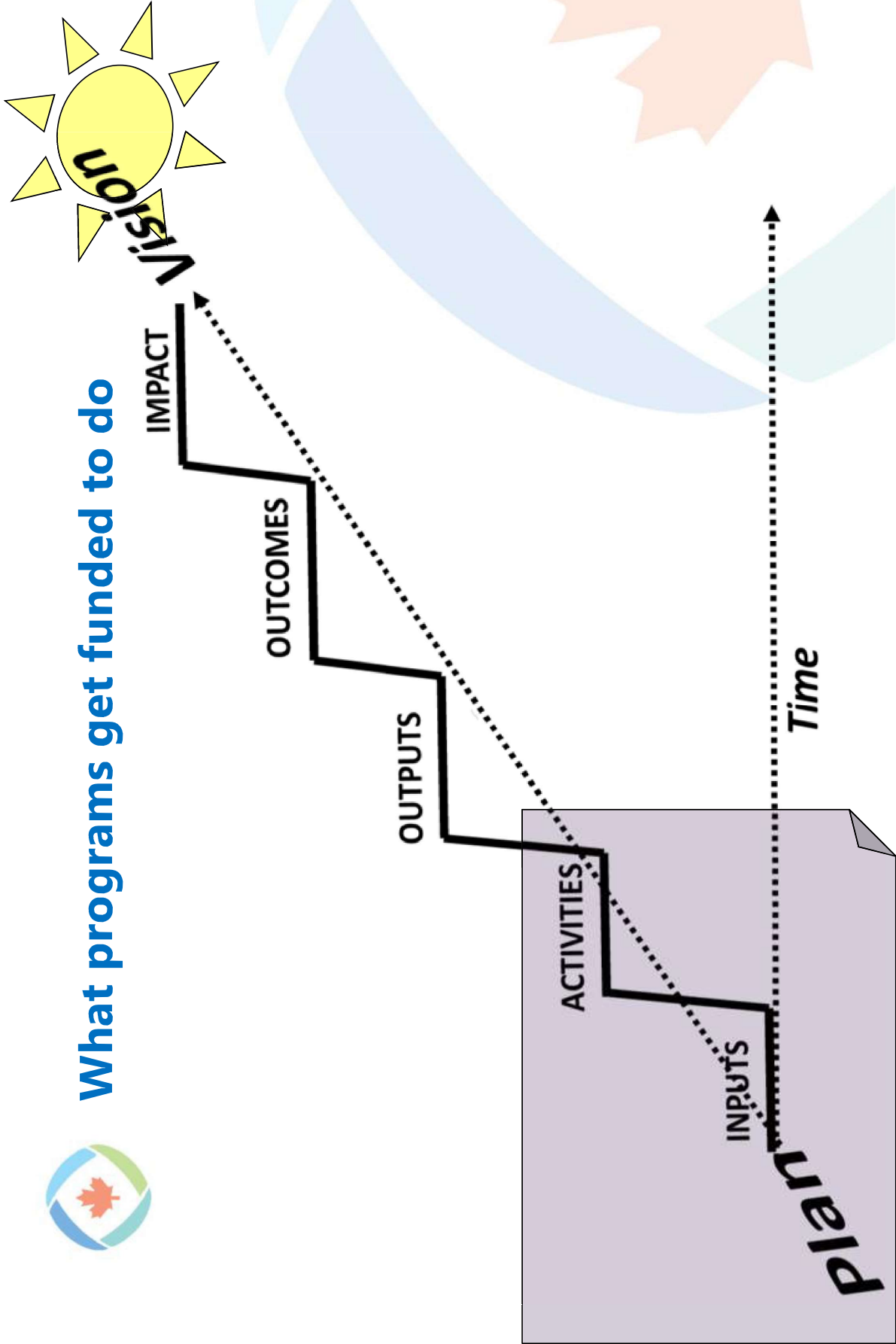


What is Outcome Mapping?

Outcome Mapping is a complexity- and systems-oriented approach that:

- supports planning, monitoring, and/or evaluating programs;
- focusses on 'behaviors' (actions, interactions) of those with whom the program works directly; and
- is oriented towards social and organizational learning and adaptive management.



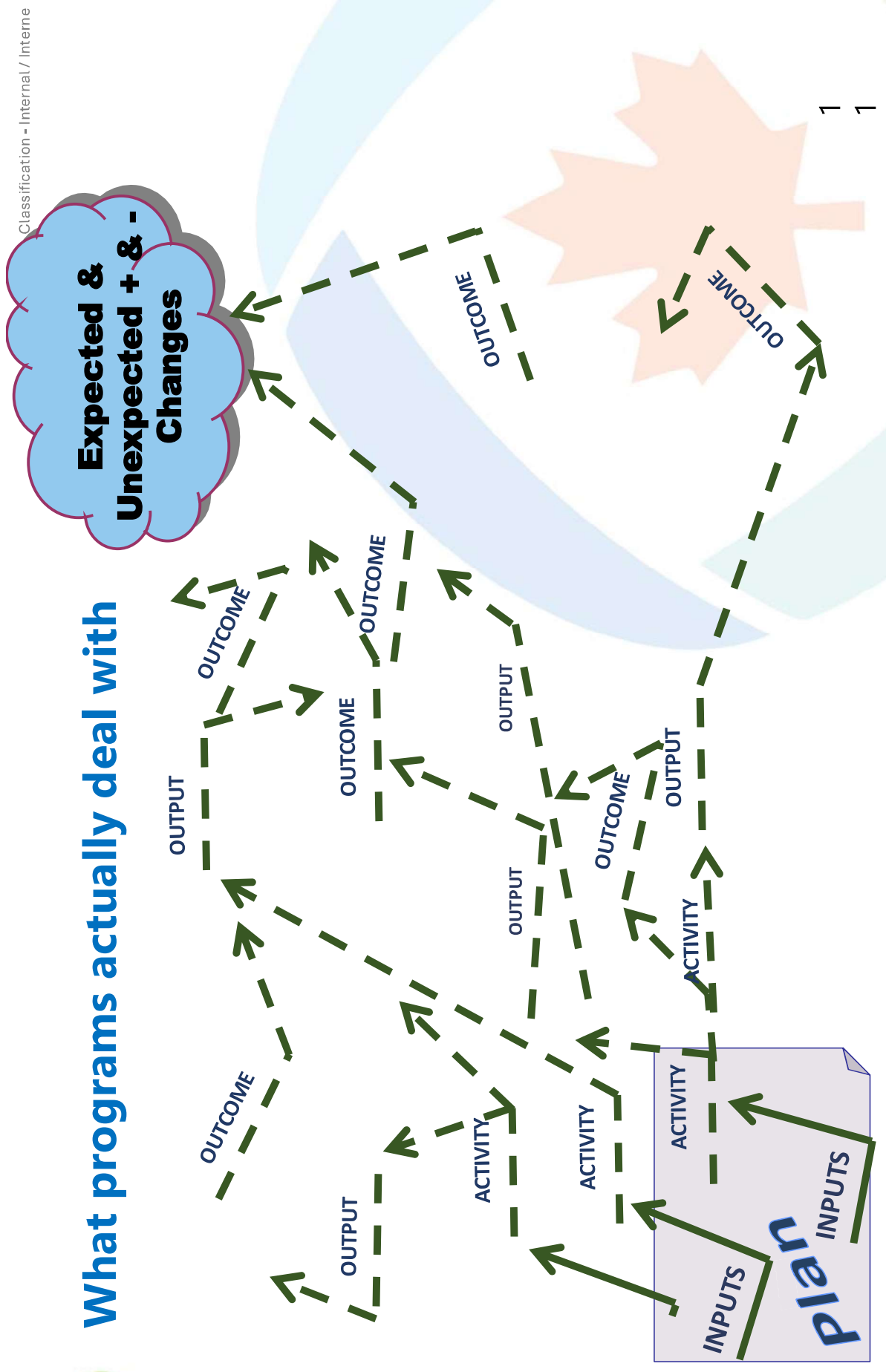


What programs get funded to do



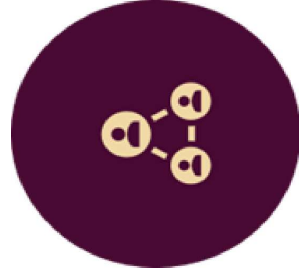


What programs actually deal with





Social and policy change is usually...



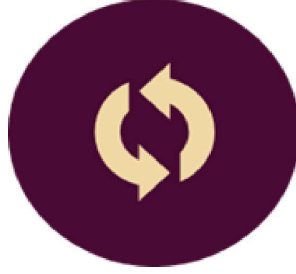
Complex
Involves a
confluence of
actors,
factors &
perspectives



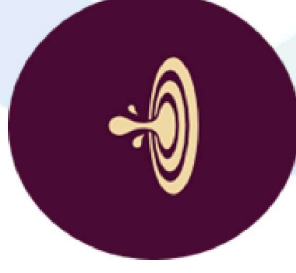
Unpredictable
Independent of
project
ambition /
duration



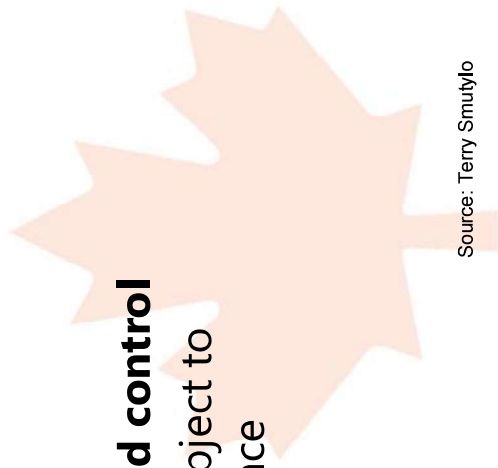
Non-linear
Unexpected,
emergent,
discontinuous



Two-way
Intervention
may change



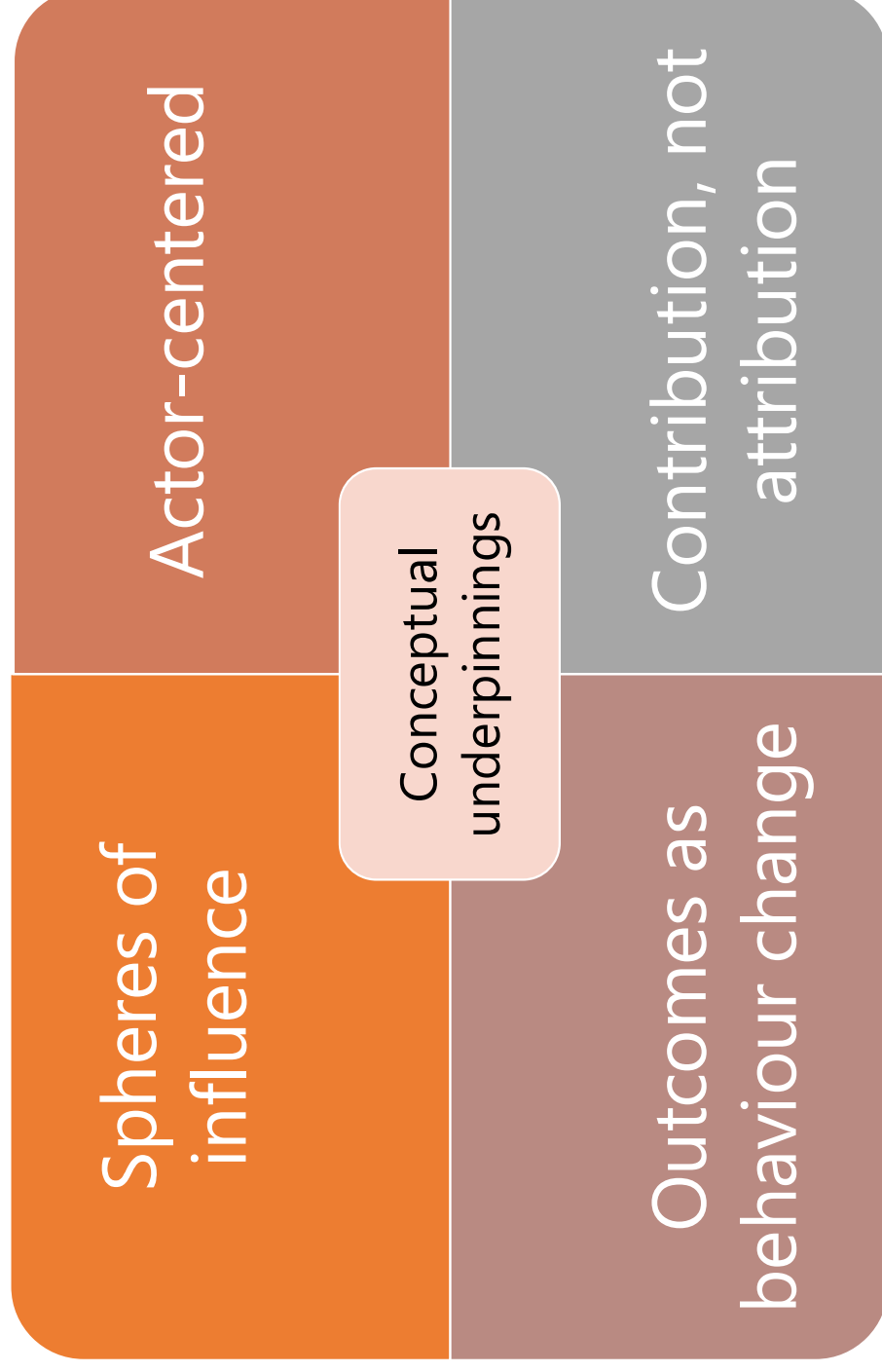
Beyond control
But subject to
influence



Core concepts



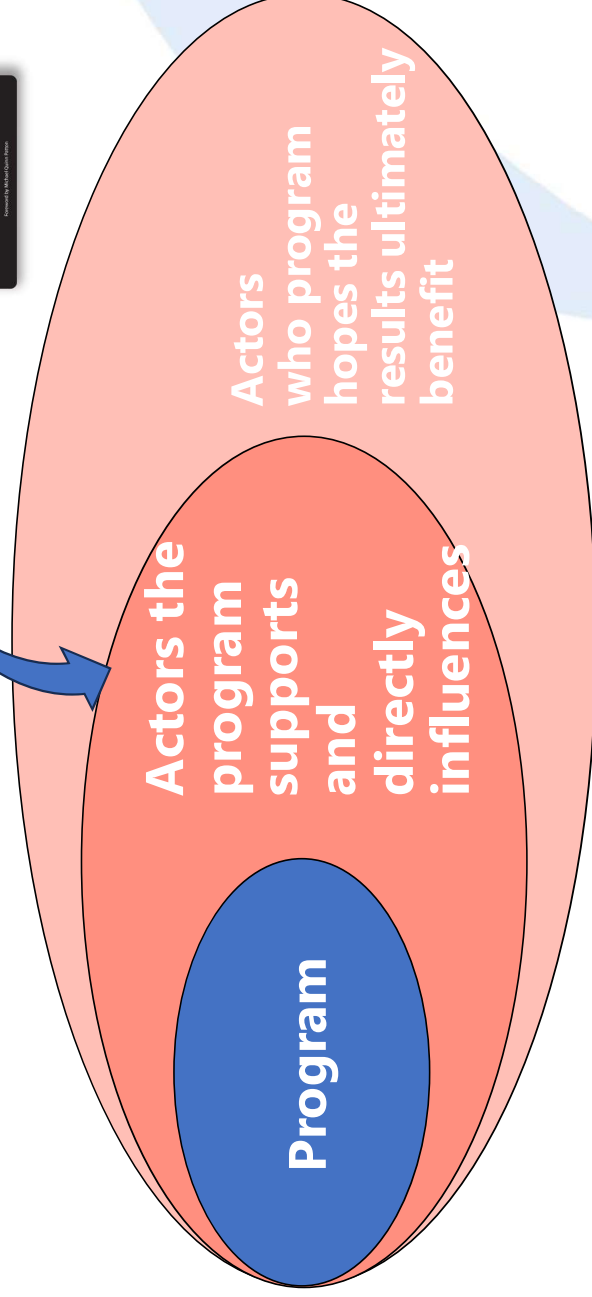
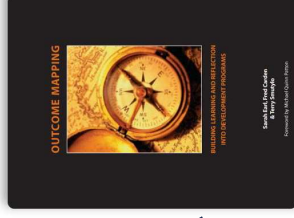
Outcome Mapping





Outcome Mapping

There is a limit to our influence



Sphere of control



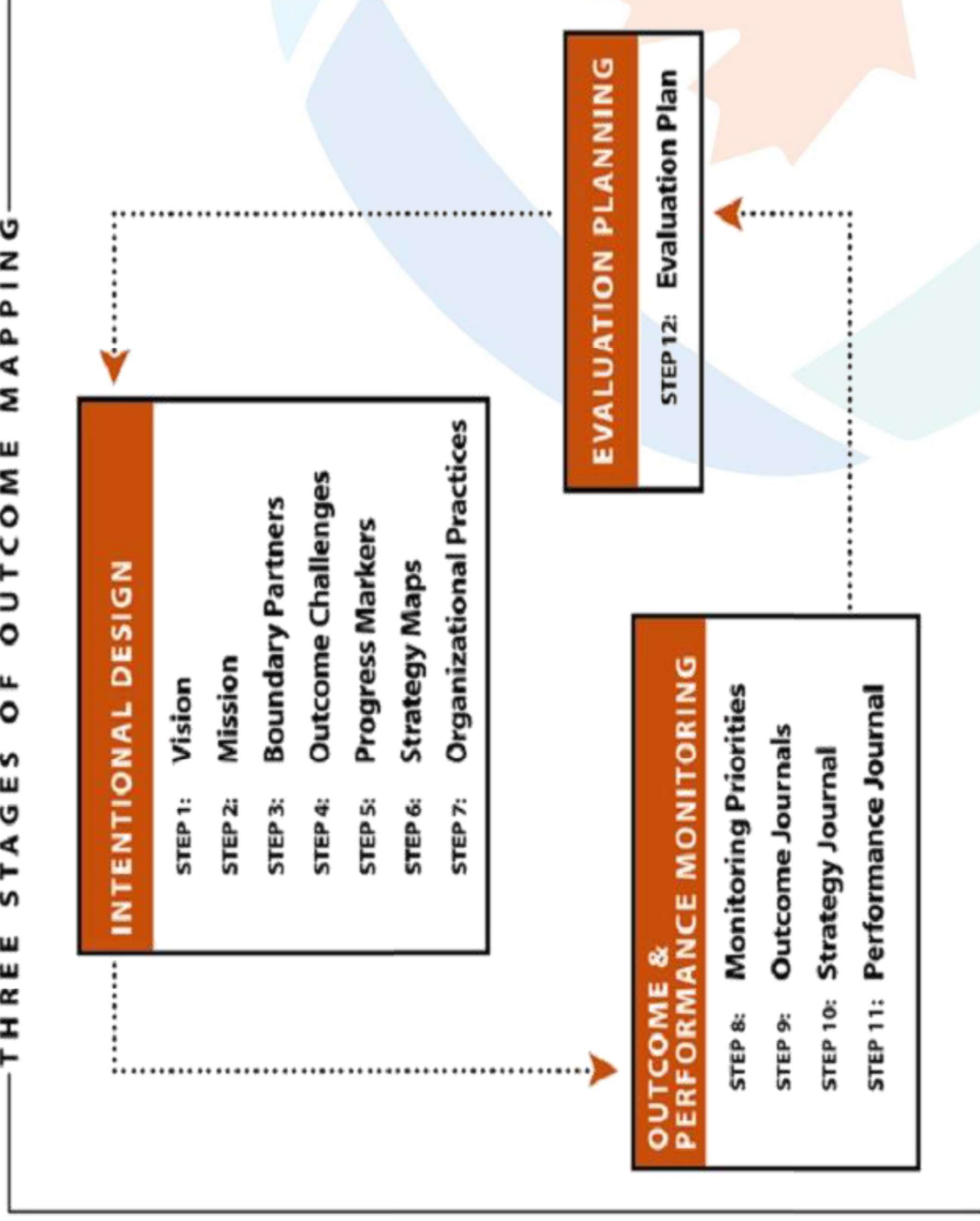
Sphere of influence



Sphere of concern / interest

Stages and steps

THREE STAGES OF OUTCOME MAPPING





Outcome Mapping Steps & Tools

1. Boundary Partners
2. Outcome Challenges
3. Progress Markers



Boundary Partners

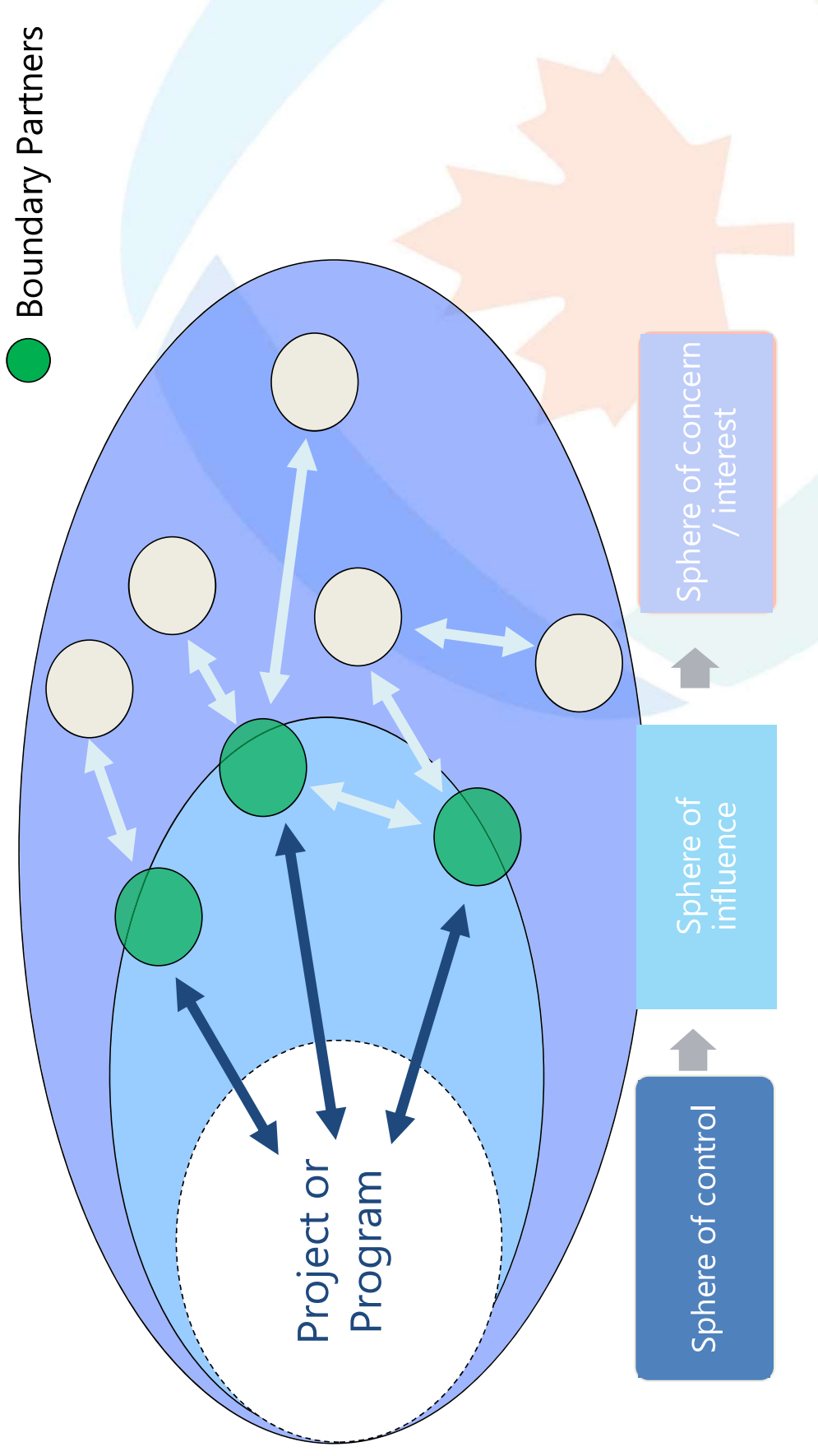
"Boundary partners are individuals, groups, and organizations with whom the program interacts directly and with whom the program anticipates opportunities for influence."

- *Outcome Mapping Practitioner Guide*





Boundary Partners





Contribution not attribution



- Recognise yourself as part of the system you are seeking to influence
- One among many factors affecting change
- You may have high or moderate level of contribution





Outcome Mapping Steps & Tools

1. Boundary Partners
2. Outcome Challenges
3. Progress Markers



Outcome Challenge

"An outcome challenge describes how the behavior, relationships, activities, or actions of an individual, group, or institution will change if the effort is successful."

- *Outcome Mapping Practitioner Guide*





Outcome Mapping Steps & Tools

1. Boundary Partners
2. Outcome Challenges
3. Progress Markers



Progress Markers

“... a set of graduated indicators of the behavioral change identified in the intentional design stage”

- *Outcome Mapping Practitioner Guide*





Defining Progress Markers



Love to see

Deep transformation

Like to see

Proactive engagement

Expect to see

Early positive responses

As a set, Progress Markers

- Describe a change pathway (progression of change).
- Describe nuanced change.
- Help us answer the question: "How can we know that we are moving towards the ultimate, broader outcomes?"



Example Progress Marker Sheet

Boundary Partner – Home Visiting Field Staff

Outcome Challenge: The program intends to see home visiting field staff recognize the importance of, and engage in, data collection during home visiting sessions. Field staff have gained the trust of the individuals enrolled in the program receiving services and the recognition of the county representative offices and contribute constructively to data collection and participate in decision-making processes. They call upon support and expertise when they need it. They act as champions for the home visiting model in their communities and motivate others in the partnership to continue their collaborative work.

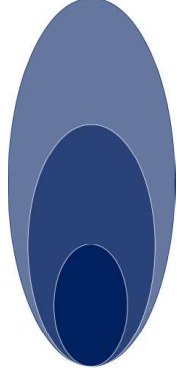
EXPECT TO SEE LOCAL COMMUNITIES:	
1	Participating in regular model forest (MF) partnership meetings
2	Establishing a structure for cooperation in the partnership that ensures that all local interests are represented (mechanics of setting up the structure)
3	Acquiring new skills for involvement in the MF
4	Contributing the minimum human and financial resources necessary to get the MF operational
LIKE TO SEE LOCAL COMMUNITIES:	
5	Articulating a vision for the MF that is locally relevant
6	Promoting the MF concept and their experiences with MFs
7	Expanding the partnership to include all the main forest users
8	Calling upon external experts when necessary to provide information or meet technical needs
9	Requesting new opportunities for training and extension
10	Producing and disseminating concrete examples of benefits arising from MF activities
11	Identifying opportunities for collaboration with other institutions and actors
12	Identifying opportunities for, and successfully obtaining, funding from a range of sources
LOVE TO SEE LOCAL COMMUNITIES:	
13	Playing a lead role in resource management with view to long- and medium-term benefits
14	Sharing lessons and experiences with other communities nationally and internationally to encourage other MFs
15	Influencing national policy debates and policy formulation on resource use and management



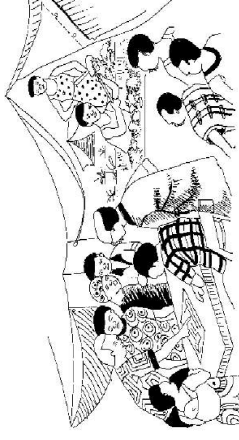
Outcome Mapping allows us to:



Start from observable behavior change



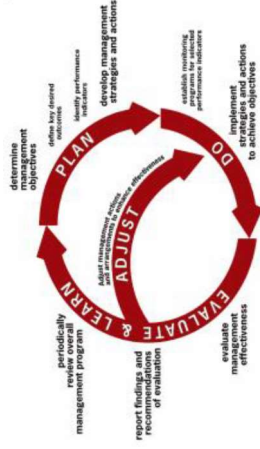
Recognize that all interventions have limited influence



Support people to build their own well-being



Embrace different perspectives



Enable interventions to adapt as they engage



Apply a systems understanding

Source: Terry Smutylo / OM Lab 2012



Value for “Getting started: Integrating UUI in the project cycle”

1. Outcome Mapping is equally **valuable for designing an initiative** as it is for assessing influence.
 - **OM Facilitation Manual** (step-by-step guide to conducting an OM workshop)
 - **ROMA guide to policy engagement and influence** (activities, steps, tools to draw on OM to understand, engage with and influence policy)
2. Outcome Mapping **helps us be more realistic in our expectations** by acknowledging spheres of control vs spheres of influence.
3. Outcome Mapping **creates space for analyzing and valuing incremental change** in behaviours, relationships and actions.



Learn more
www.outcomemapping.org

**Outcome Mapping**
LEARNING COMMUNITY

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Welcome to the Outcome Mapping Learning Community

We are an open, global learning network for Outcome Mapping

Outcome Mapping is an approach to planning, monitoring and evaluation that...



Puts people at the centre of planning and results



Defines outcomes as changes behaviour



Helps measure contribution to complex change

[About the OMLC >](#)



Moving research into action

Transforming research into action for meaningful and lasting change

What we touched on today

- Invest in research that is 'positioned for use', including research that is co-produced with users and beneficiaries
- Support the context-specific knowledge translation efforts of our grantees and their local partners

Other ways we think about investing in KT

- Invest in the infrastructure and capacity for knowledge brokering and use in the contexts where we work
- Scale the positive impacts of innovation
- Invest in the science of research use and scaling impact





Moving research into action

Tools & Resources

- **Outcome Mapping (OM)** – Design and assess initiatives that are specific about the actors they aim to support, the changes they expect to see, and the strategies to support intended results.
www.outcomemapping.org
- **Research Quality Plus (RQ+)** – Design and assess initiatives for research importance and positioning for use.
www.idrc.ca/rqplus
- **RQ+ for Co-Production (RQ+ 4 Co-Pro)** – Design, manage and evaluate research co-produced in equal partnership with users and beneficiaries.
www.idrc.ca/designing-doing-and-evaluating-research-co-production
- **Outcome Harvesting (OH)** – Capture outcomes retrospectively and learn from them.
www.outcomeharvesting.net
- **The Scaling Playbook and course on scaling impact** – Guides researchers to scale the positive impacts of innovation.
www.idrc.ca/what-we-do/how-we-work/scaling-science