

Applying outcome mapping to assess pathways to empowerment:

Learning from the Pathways midterm review

Oct. 23, 2014



Outcome Mapping
LEARNING COMMUNITY



What is Outcome Mapping?



History

Developed by the International Development Research Centre (IDRC) in 1999

Response to output-oriented monitoring systems, with endline impact evaluations, that failed to capture change in complex contexts of social change

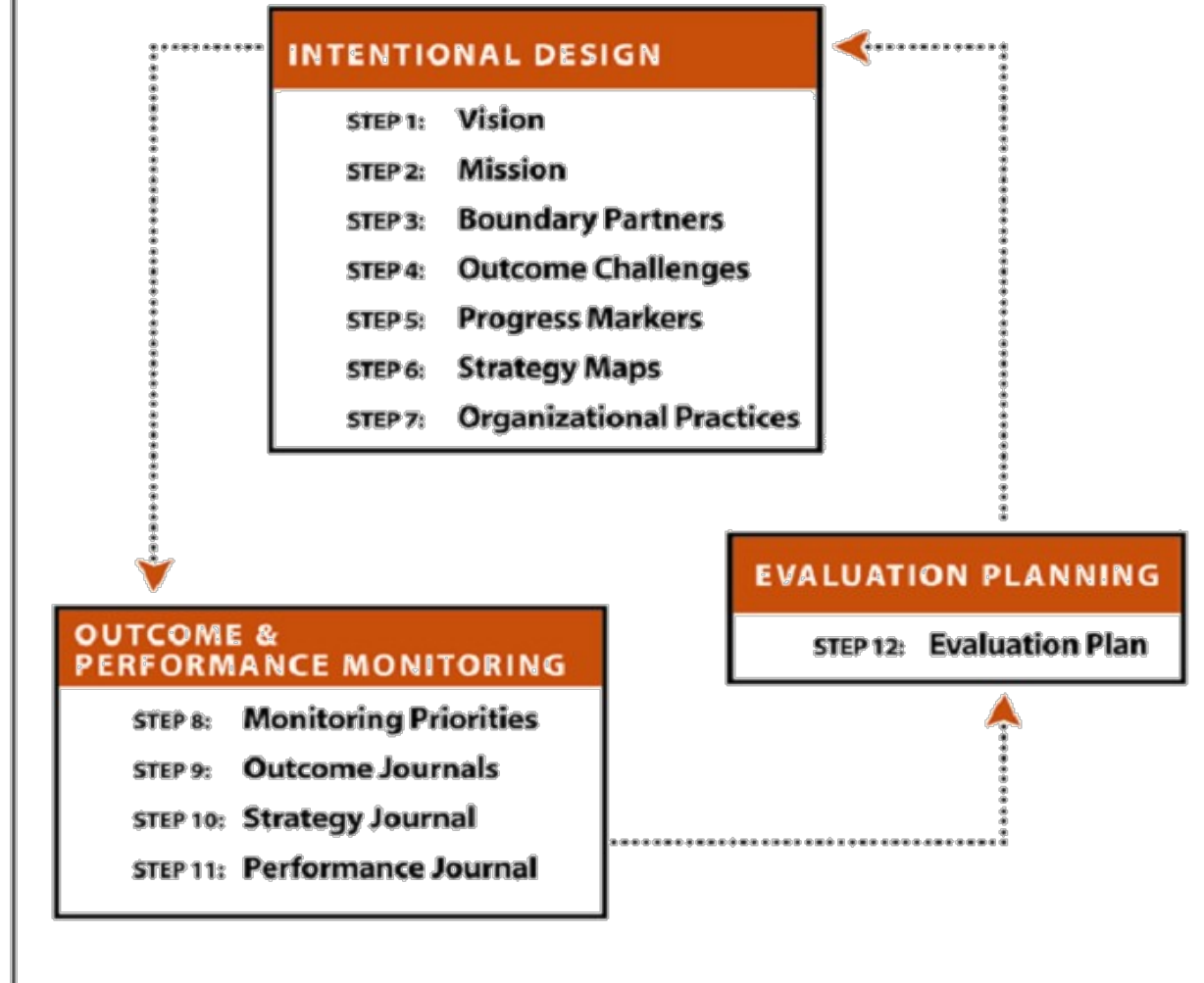
Focus

A complexity- and systems-oriented approach for planning, monitoring and evaluation

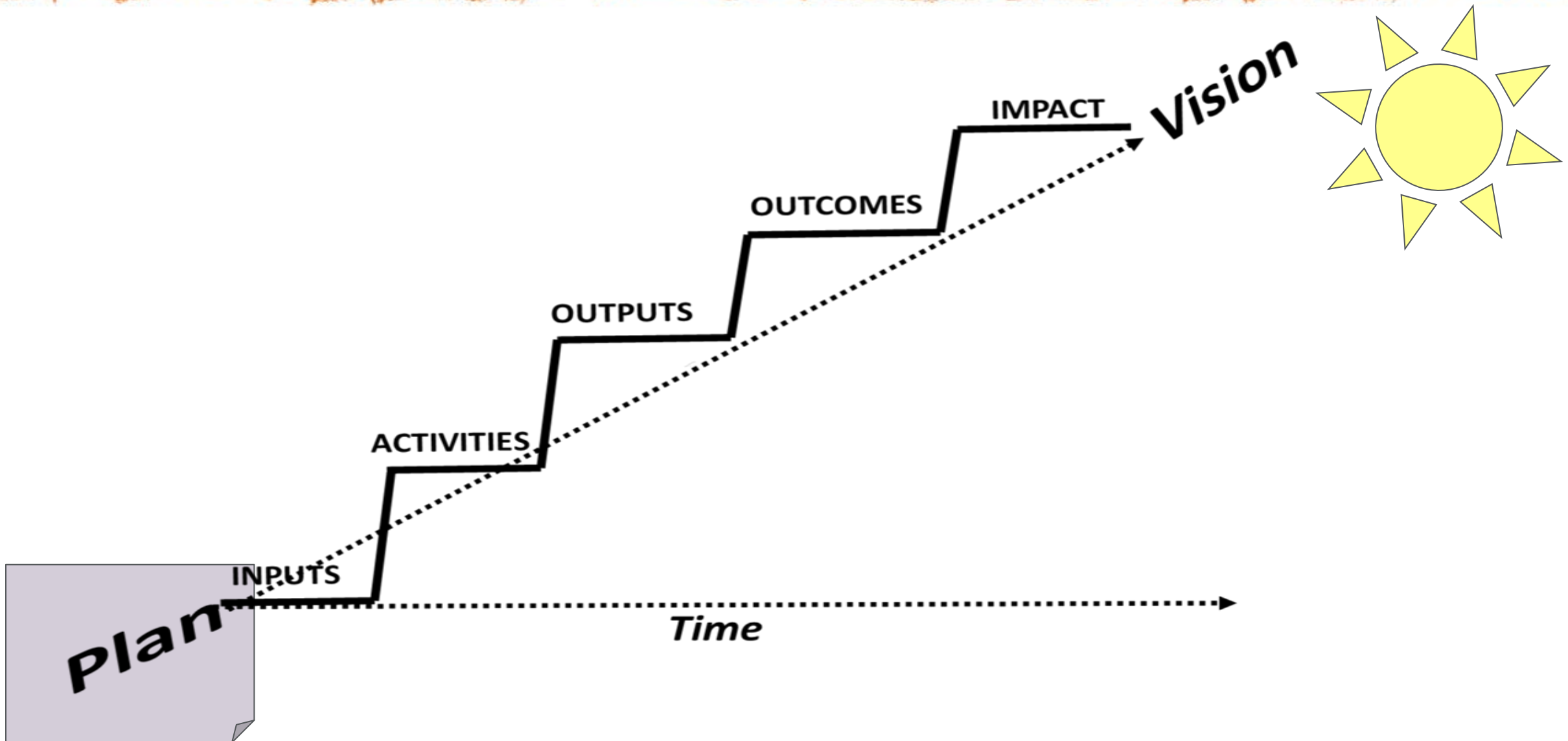
Actor-centred approach that focuses on changes in behaviour of those with whom the project or program works

Oriented towards social & organizational learning, adaptive management

THREE STAGES OF OUTCOME MAPPING



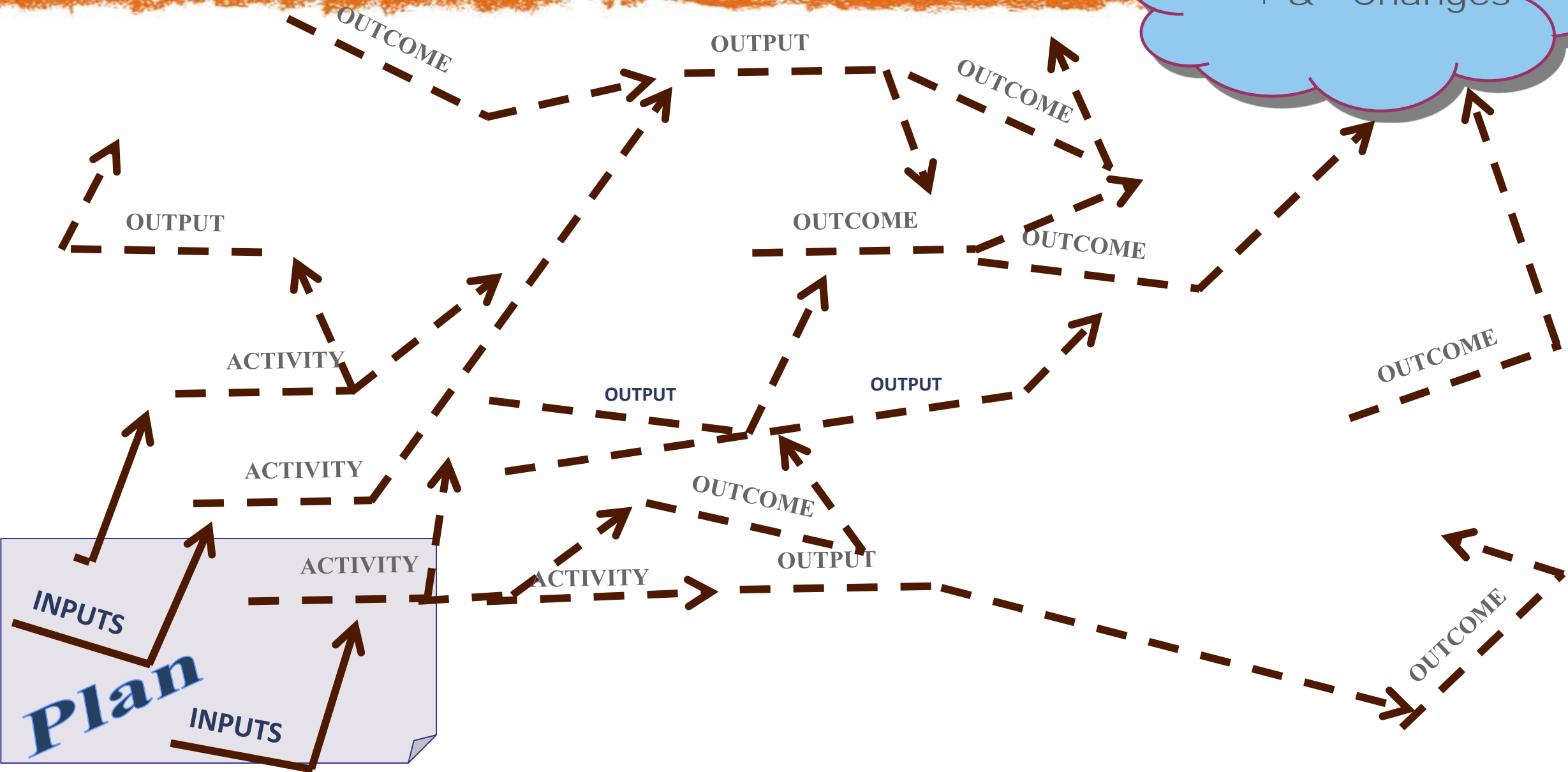
What we get funded to do:



Thanks to Ricardo Wilson-Grau

What we actually deal with:

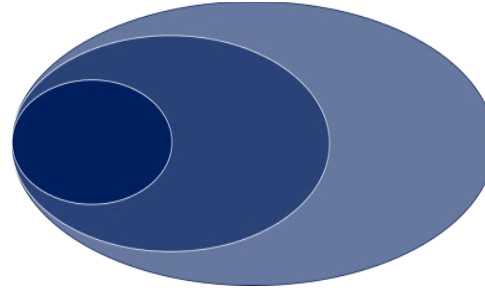
Expected & Unexpected
+ & - Changes



OM allows us to:



Start from observable behaviour change



Recognise 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

Pathways Midterm Evaluation - Purpose and key questions

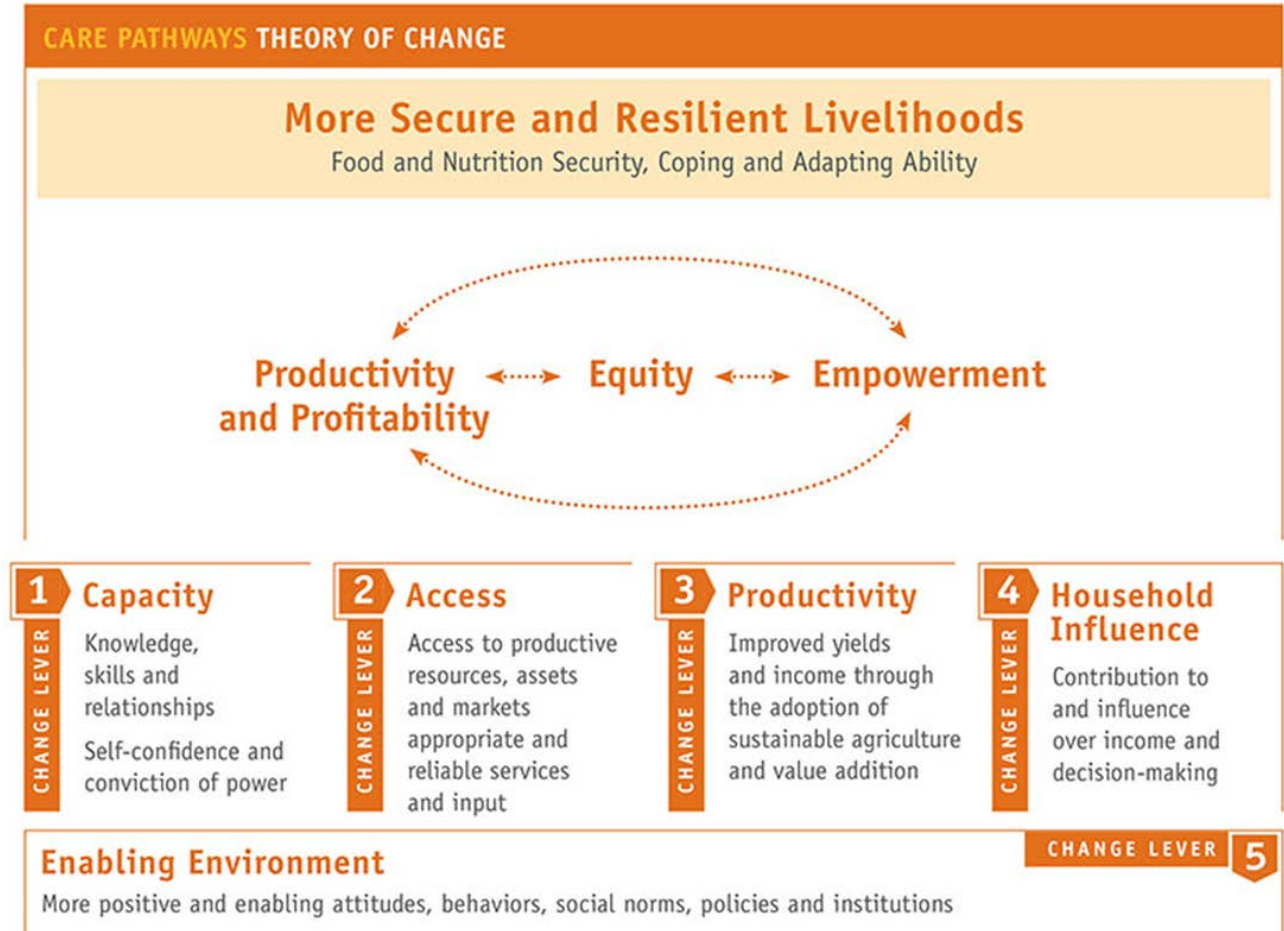


Purposes:

1. Test Pathways theory of change (TOC)
2. Enable teams to improve empowerment strategies
3. Build qualitative capacities of staff/partners

Key questions:

- Are we on track toward equity and empowerment?
- If yes, what is supporting those changes?
- If not, how can we adjust the program?



Daily group analysis process

Staff Training

- Outcome challenge
- Progress markers

Data Collection

- Household decision-making
- Defining empowerment
- Men's engagement
- Community leader views

Daily Group Analysis

- Identify progress markers
- Cluster and tally same behaviors
- Categorize the behavior changes

Daily Analysis: Clustering and categorizing progress markers

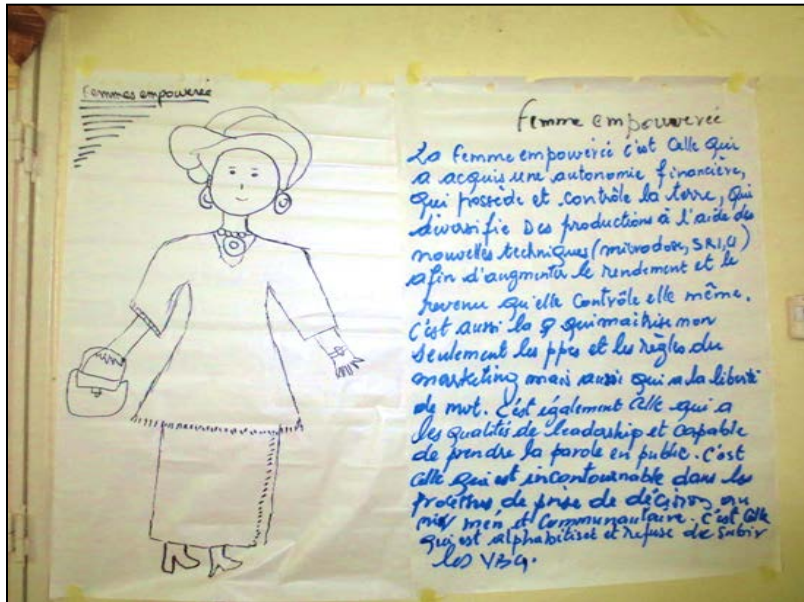


Final group analysis process

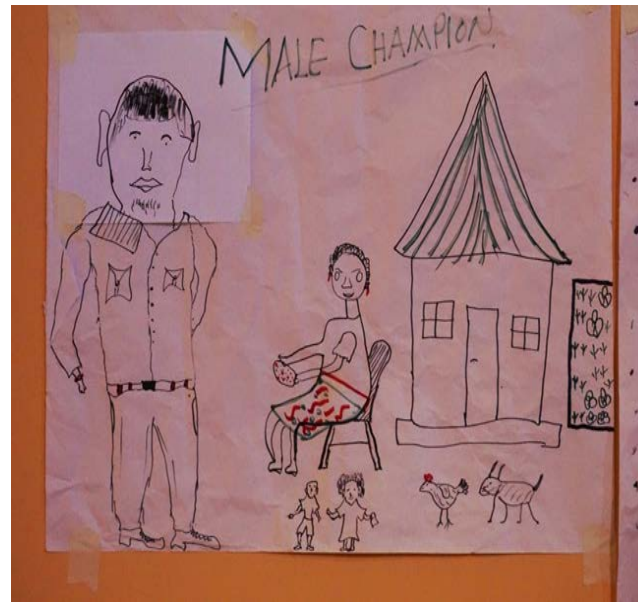
Final analysis process

- Final tally of progress markers
- Revised Outcome Challenges
- Progress marker maps

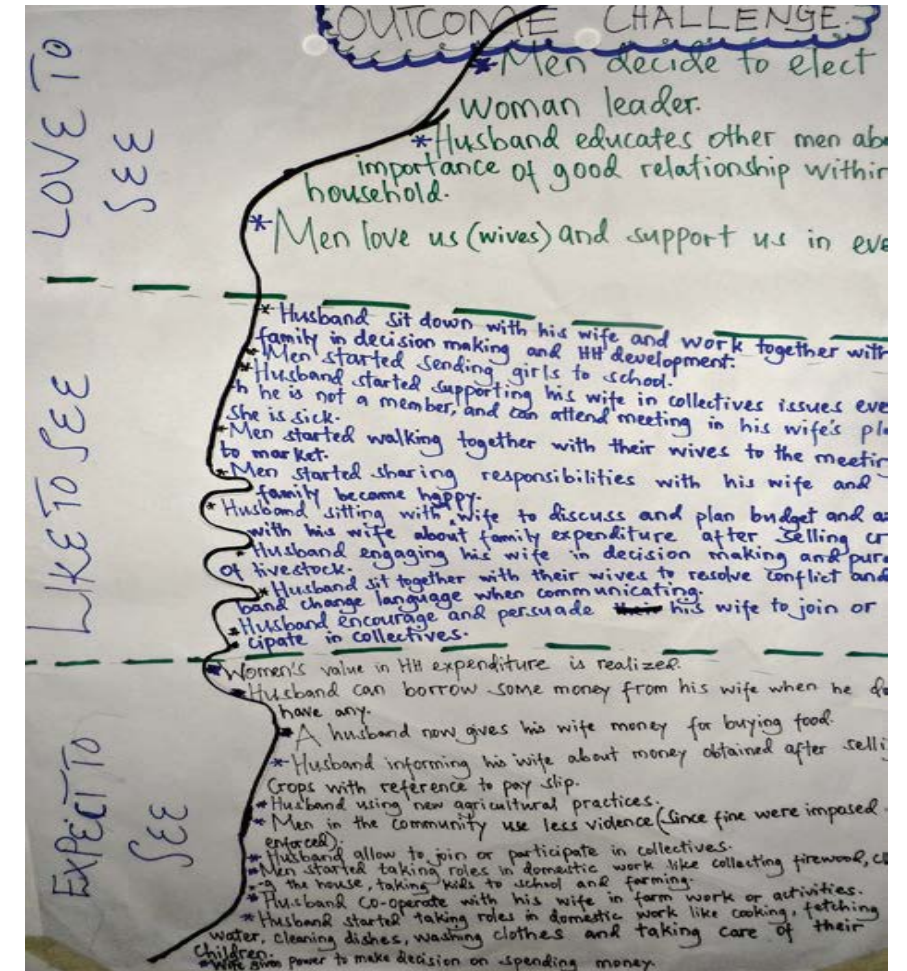
Final Analysis: Revised outcome challenges



October 27, 2014



Final Analysis: Progress Marker maps



Selected Findings – Sample progress marker tallies



Behavior Change – Target Group: Men (MALI)

Progress marker	Mentions	Domain
Men collecting firewood and water	12	Workloads
Men do the cooking and sweeping when wife is sick	3	Workloads
Men does sweeping even when wife is well	1	Workloads
Men helping women to transplant	1	Workloads
Men support women with their production-heavy labor, spraying	3	Production
Men let women cultivate their own fields first	1	Production
Men give good, <i>fertile</i> land to women	2	Land access
Men and women sit together when making decisions	6	Decisions
Men let women make own decision on what to cook	2	Decisions

Behavior Changes –Women (MALAWI)

Progress Marker	Mentions	Domain
Women selling through collectives	11	Marketing
Setting own goals and taking decisions on market issues	4	Marketing
Feeding family with their own money	8	Income
Women giving input into household discussions	8	Decisions
Able to oppose husband's ideas and explain why	3	Decisions
Women are open to husbands, especially around sexual issues ("sleeping with lights on")	6	Power dynamics
Women distributing chickens parts to children that are previously reserved for men	3	Power dynamics
Consulting local leaders for advice on relationships and problem solving	2	Power dynamics

Country Experiences: Mali



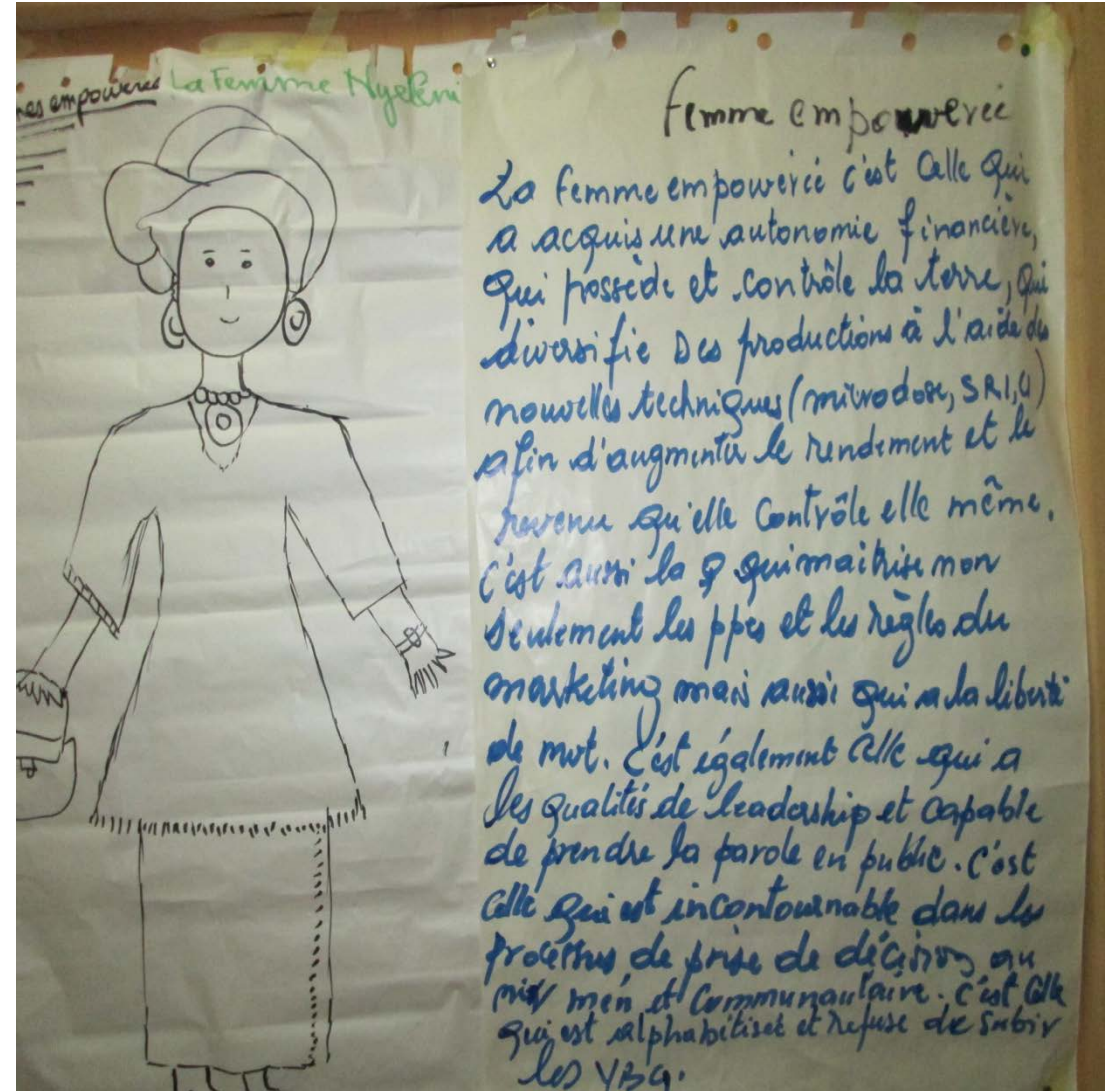
What worked well

- Use of drawings and 'decision-tree' was participatory; the approach allowed impact group members to self-reflect as they were answering;
- The involvement of partner NGO staff as well as Pathways Mali staff in field data collection was important to interpreting the changes observed; This made the data more accurate
- The topics were relevant to the program and enabled staff to build their qualitative capacities
- Note-taking improved with practice and with discussion in pairs and in groups. Using dictaphones and working in pairs permitted to go back to transcripts and correct details



What was challenging

- Process of data collection followed by group synthesis is intensive and adds to travel time; requires more time in between data collection days for recovery and reflection
- Training on the OM methodology and ToC was good, but left less time for field-testing tools
- The focus almost exclusively on gender in the interview tools gave less direct attention to the other components (ag, markets, nutrition)



Unique findings: What we learned



- Social changes started within a very short time of the gender dialogues and activities
- People said gender dialogues ('persons and things') influenced their beliefs and behaviors
- Communication has changed; men and women « sit down together » to discuss
- Some villages where men were highly engaged were also universally practicing female genital cutting.
- Synergy with other CARE Mali projects accelerated social changes





Pathways Mid-Term Review Country Experiences: Tanzania

What Worked Well

- Involvement of Pathways staff in data collection and data analysis; ensured that the collected data was reported according to the context of the program.
- Support of Pathways global team in ensuring that the roles of each data collection team and concepts of Outcome Mapping were clear to everyone.
- Participation of paraprofessionals of both sex, which encouraged conversation in the focus groups and also helped *them* to hear about changes and gaps in achieving the Pathways goal
- Use of voice recorders helped the data analysis team to add some detailed quotation to the notes that seems to be unclear.



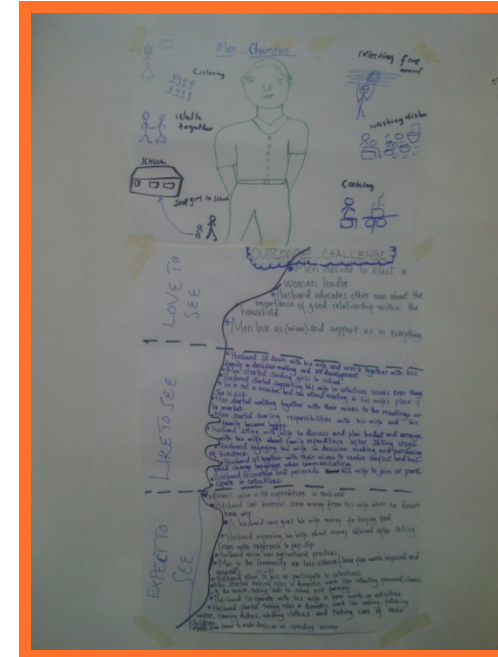
Challenges



- Use of external persons in the data collection team required a lot of time to explain the tools and the program as a whole;
- Limited comprehension of key gender concepts;
- Inability to field- test the data collection tools due to political issues that were happening at the time
- Short data-collection period, inadequate time to learn about and understand the tools and methodology
- Translation challenges: Difficult to capture ideas from Swahili to English in notes; difficult to find simple wording
- Tool guides were too complex; caused staff to read word-for-word rather than guide conversation

Unique Findings

- The success of male-engagement that has occurred over the program period and the importance of engaging men
- Backlash against male champions: There is a vital need to re-engage them and help them influence other men- and women.
- The support of local leaders in the program is crucial, especially in the area of the prevention of Gender Based Violence and women's land access
- The gender dialogue tools have contributed to building trust within the household and influencing some partners to formalize their marriages



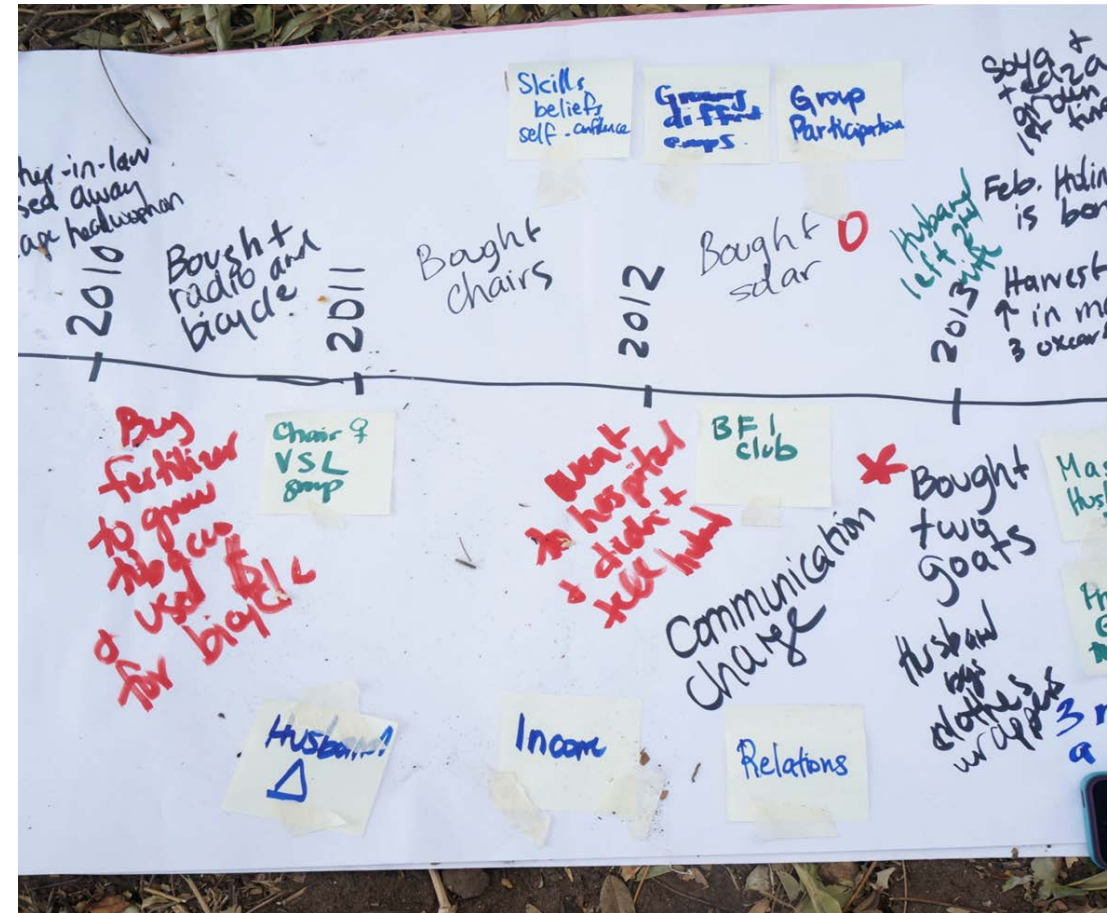
Country experiences: Malawi



Use of visual, participatory aids so that participants could fully engage (decision making tree and timeline drawing);

Keeping a lean number of participants
(8-10) per focus group discussion
so everyone could speak

Enhanced staff capacity to probe and question; gave room to focus on “how,” “when,” “why”



Perception of the communities on the methodology

- It was a learning forum where the participants' own behaviors, changes, testimonies helped others to learn (eg. women shared decision making influencing strategies, identified common challenges, and their aspirations)
- Raised team's and respondents' self-awareness on how far women are towards reaching empowerment
- Inclusion of community leaders and asking them the whole picture of development in their area made them excited and proud



Challenges of the Approach



Requires more training on methodology, pretesting and skills in note-taking;

Translating and note-taking challenges: participants and questions were asked in local language and translating into English required skills and alertness

Creating trust between the participants themselves and with the facilitator;

Formulating progress markers;

Differentiating between behavior/action changes and baseline norms;

Categorizing similar behaviors, trends and stages on the pathways to ideal outcomes



Unique Findings:



Women proud of being economically "independent" but also overburdened with responsibilities (eg., men withdrawing from providing and shrinking from traditional economic responsibilities)

Negative perceptions of women becoming "too empowered" (e.g. insulting husbands or refusing sex)

Gender dialogues on communication leading to improved intimate relations; encourages men's engagement

Men are an integral part of empowerment; gender dialogues can avoid such scenarios where men fight back and frustrate women empowerment initiatives in fear of being overpowered

CHALLENGES

- Categorizing negative change
- Varied formulation and interpretation of progress markers
- Facilitation and analysis skills
- Getting detailed stories of change
- Attributing changes to Pathways
- Quantifying qualitative changes
- Uniformly categorizing domains and progress markers

BENEFITS

- Intuitive concepts and process
- Leads to more accurate indicators
- Showed significance of different changes (baby steps/transformative actions)
- Gave confidence that gender dialogues work
- Boosted capacity to understand gender issues and how to address them programmatically
- Engaged reflection of community leaders and staff



Outcome Mapping

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Outcome Mapping

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

- puts people at the centre
- defines outcomes as changes in behaviour
- helps measure contribution to complex change processes

[Learn more](#)

Key resources

Outcome Mapping Facilitation manual

ROMA: A guide to policy engagement and influence

OM ideas 9: The value of using Outcome Mapping in complex scenarios

OM ideas 8: Adapting OM and Theory of Change with sustainable forest NGOs

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