

## 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

## **Wajibu Wetu Programme, Jumuika Sikika!**

The goal of the Wajibu Wetu programme is *to enhance inclusive governance, empowerment, and resilience of communities towards the realization of human rights.*

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

**Programme result area 1 – Inclusive Good Governance & Democracy. This result area will support key outcomes that address:**

- i. Strengthening community voices in decision-making and development processes
- ii. Increasing the capacity of the communities to demand and claim human rights
- iii. Enhanced accountability by duty bearers toward responsible service delivery.

### **Expected outcomes**

**Outcome 1.1 - Strengthened community voices in decision-making and development processes**

Key activities and strategies for achieving outcome 1.1 will include:

- Awareness-raising, civic education, and training on decision-making and development processes
- Capacity development of right holders to effectively demand their rights
- Advocacy towards duty bearers to create conditions that improve/enable public participation.
- Documenting and dissemination of governance and democratic state of affairs both at the national and county levels.
- Promoting community radio and alternative media relevant to local contexts support for the agency of digital advocacy and safety of digital platforms for all genders.

**Outcome 1.2 - *Increased capacity of the communities to demand and claim human rights***

Key activities and strategies for achieving outcome 1.2 will include:

- Awareness-raising, civic education, and training on human rights
- Advocacy on respect for human rights, the rule of law, and fundamental freedoms
- Human rights dialogue and conversations between right holders and duty bearers at strategic levels using new and traditional media.
- Supporting integration of human rights and democracy perspective in the media

**Outcome 1.3 - *Enhanced accountability by duty bearers towards responsible service delivery***

Key activities and strategies for achieving outcome 1.3 will include:

- Awareness-raising, civic education on duty bearers' rights and responsibilities services delivery.
- Training as well as capacity development of duty bearers on accountability and effective service delivery.
- Collaboration between duty bearers and right holders on community needs, identification, prioritisation, and implementation.

**Programme result area 2 – Community Empowerment, Resilience & Adaptation**

This result area will support key outcomes that address:

- Enhance the adaptive capacities of communities to cope with the effects of climate change and other shocks from unprecedented disasters, and
- Enhance the capacity of the community to adapt to socioeconomic shocks

**Expected outcomes**

**Outcome 2.1 - *Enhance the adaptive capacities of communities to cope with the effects of climate change and other shocks for unprecedented disasters.***

Key activities and strategies for achieving outcome 2.1 will include:

- Capacity building of communities to develop indigenous and other early warning systems and disaster preparedness
- Strengthening the resilience of communities to environmental impacts and climate change
- Support sustainable natural resource use and management

- Mitigating the effects of climate change and those that address the social, economic, and political realities underpinning
- Foster partnership with duty bearers at the national and local levels responsible for climate change mitigation and environmental degradation

Outcome 2.2 – ***Enhance the capacity of the community to adapt to socio-economic shocks***

Key activities and strategies for achieving outcome 2.2 will include

- Awareness creation of communities on their socio-economic rights and policies
- Capacity development of communities to optimize their access to the 30% of government procurement and financing
- Linkages with relevant stakeholders on socio-economic opportunities, locally driven market-led solutions, value addition, and diversification

**Programme result area 3 – Gender equality**

This result area will support key outcomes that address:

- i) Enhanced resilience against gender-based violence
- ii) Increased political inclusion and participation of women in political processes
- iii) Enhanced equitable and non-discriminative enjoyment of Sexual and Reproductive Health Rights.

**Expected outcomes**

Outcome 3.1 - ***Enhanced resilience against gender-based violence***

Key activities and strategies for achieving outcome 3.1 will include:

- Transforming socio-cultural norms and stereotypes that perpetuate patriarchy and promoting positive masculinity
- Develop the capacity of duty bearers to comprehensively formulate inclusive gender laws and

policies

- Advocacy for policy engagement and reform against harmful practices such as FGM, wife inheritance, early and forced marriages, sexual and gender identity rights violations

- Supporting formal and traditional legal systems to curb all forms of gender-based violence (GBV)

- Building networks and cohorts of gender champions in targeted areas

Outcome 3.2 – ***Increased political inclusion and participation of women in political processes***

Key activities and strategies for achieving outcome 3.2 will include:

- Awareness-raising, civic training, and political education to raise political consciousness among women including facilitating joint learning, documentation, and dissemination of best practices

- Support inclusive initiatives that eliminate political apathy, and disengagement as they enhance adequate political engagement of women
- Support the creation of an enabling environment for women to adequately take up leadership positions
- Transform socio-cultural norms preventing women from partaking in leadership processes
- Build champions and mentors to facilitate intergenerational learning and exchanges

Outcome 3.3 – ***Enhanced equitable and non-discriminative enjoyment of Sexual and Reproductive Health Rights***

Key activities and strategies for achieving outcome 3.3 will include:

- Transform socio-cultural norms that perpetuate SRHR discrimination
- Promotion of policies emphasizing inclusion and mainstreaming of SRHR
- Advocacy of policy and legislative frameworks toward the enjoyment of SRHR by all
- Engage duty bearers on effective SRHR service delivery to increase access, uptake, and utilization by all those who need it
- Support towards targeted service provisions and safe spaces responsive to SRHR needs of different groups