OutcomeMapping
LEARNING COMMUNITY

Outcome Mapping Master-Class

A workshop for beginners and advanced OM users

25 & 26 March, Brussels, Belgium

REGISTER NOW

Ten years after its creation, Outcome Mapping continues to attract practitioners around the world – from grassroots development professionals to international donors. People continue to request introduction-level OM workshops, and those using OM are eager for advanced training and opportunities to discuss and share their challenges and creative adaptations with experienced OM users.

This two-day OM Master-Class, hosted by the Outcome Mapping Learning Community (OMLC) and held on 25 & 26 March, 2013, in Brussels, Belgium, will be an opportunity for people new to OM as well as people already using OM to learn from the stewards of the Outcome Mapping Learning Community – a group of seven practitioners with a combined experience of over 50 years applying, training and advising on Outcome Mapping.

The workshop offers two parallel streams and a number of options over two days:

→ **The OM Beginner Stream** will introduce the innovative OM concepts and tools through practical hands-on exercises that explore each of the seven steps in the Intentional Design stage of OM, particularly focussing on the unique concepts of boundary partners and progress markers for understanding social change. This course covers the full two days.

→ **The OM Practitioner Stream** will offer a choice of seven different one-day and half-day sessions that participants can mix-and-match. Options include: Outcome Harvesting, M&E with OM, using OM with Logframes and many more. Full listing and descriptions are provided below. **If two days is too much, then you can register for individual one-day or half-day sessions.**

The final half-day will bring all participants together with the seven OM community stewards to share reflections, learning and lingering concerns and questions. We will have a **key note address** by Jan Van Ongevalle, Research Leader for International Cooperation at the University of Leuven, Belgium. Jan will draw on his extensive OM experience in Zimbabwe as well as his recent research studies on OM and other M&E methodologies.

We will finish up with an informal **consultation session** where you can receive advice or feedback on a particular challenge to do with your OM practice.

Workshop programme

	OM Beginner Stream	OM Practitioner Stream		
March 25th morning	Concepts and principles of OM	M&E in OM	OM and the EU	Outcome Harvesting
March 25th afternoon	OM steps 1-4	↓	Selecting Boundary Partners	↓
March 26th morning	OM steps 5-7 Intentional design in practice	OM and the Logic Model	Progress Marker Indicators for Developmental Change	OM for policy influence
March 26th afternoon	Key note speaker and plenary discussion			
	Consultation session			

We will take every effort to stick to the schedule above but there may be circumstances where the programme will have to be changed. For example, it may be necessary to cancel a session if there are not enough registrations. A full description of each workshop is provided below.

Training team: Kaia Ambrose, Steff Deprez, Simon Hearn, Ziad Moussa, Julius Nyangaga, Heidi Schaeffer and Ricardo Wilson-Grau. (Facilitator bios are provided below).

Workshop costs:
- OM Beginner Stream: €600
- Half-day session: €200 each
- One-day session: €375 each
- Key note speaker and plenary discussion: €50
- Consultation session: €50

Combination deals:
- Two half-day sessions: €375
- Three half-day sessions: €525
- One one-day session and one half-day session: €525
- The full two days: €600

All options include workshop registration, materials, refreshments and lunch. Accommodation and travel is not included. Terms and conditions below.

Venue: Flemish NGO federation, Vlasfabriekstraat, 111060 Brussels, Belgium.

This workshop is being managed on a not-for-profit basis as a fund raising venture for the OMLC. Funds raised through this event will directly contribute to the activities of the OMLC. Facilitators are giving their time for free as a voluntary in-kind contribution to the OMLC.

Register before 17 Feb: Please fill in the registration form here

OM Beginner Stream

Prerequisites: Basic understanding of project monitoring and evaluation

Description: The OM Beginner Stream offers one and a half days to introduce the concepts and tools of Outcome Mapping. Participants will find out what is special about Outcome Mapping, how it can contribute to learning in your organisation, and how to apply and adapt the tools for project and programme planning. Participants will learn the conceptual underpinning of OM and will see the seven steps of the Intentional Design stage of OM in practice through a worked case study. Participants will also apply some of the steps in real project cases.

Take this stream to learn

- the key concepts and principles of outcome mapping

- how to use outcome mapping to understand changes in behaviour

- identifying the limits of your influence: the idea of boundary partners

- building learning into projects and programmes

- a participatory approach to planning

Agenda: This will be a two-day workshop. The first morning will be spent setting the scene and introducing the OM concepts. In the afternoon participants will learn the first four steps of OM and will take part in practical exercises to demonstrate at least two of these. In the second morning, participants will learn the remaining three steps of the Intentional Design stage of OM and will have an opportunity to discuss the application of OM in their own work. Finally, in the second afternoon, participants will join with participants of the other workshops for a plenary session. This will involve a key note address, plenary discussion and 'consultation' sessions where you can receive advice from facilitators and other participants on your emerging OM challenges or questions.

Facilitators: Simon Hearn, Ziad Moussa, Heidi Schaeffer, Julius Nyangaga

Capacity: minimum: 10, maximum: 24

OM Practitioner stream workshops

1. Using Outcome Mapping for Monitoring and Evaluation

Prerequisites: Knowledge and implementation of OM Intentional Design steps; knowledge of project and program performance and results monitoring and evaluation and developmental evaluation

Description: Attendees will learn practical tips, tricks and tools for moving OM beyond the Intentional Design stage and use OM and its principles to set up a relevant monitoring and evaluation practice. We will share examples of how other projects have used OM for their on-going monitoring and learning practice and mid-term evaluations, as well as the practical tools they have adapted for data collection, analysis and reporting.

Agenda: This is a one-day workshop. Participants will be able to explore and discuss different practices & tools used within existing OM-based M&E systems. Participants will also have the time to reflect and work on an improved practice or tool for their own project.

Facilitators: Kaia Ambrose and Steff Deprez

Capacity: minimum: 7, maximum: 20

2. Outcome Harvesting: a tool for identifying and understanding results in complex circumstances

Prerequisites: Knowledge of Outcome Mapping concepts. Commissioner of evaluations, person responsible for M&E or an evaluator of projects, programmes or organisations that a) aim to influence social change and b) operate in substantially uncertain and dynamic circumstances.

Description: Outcome Harvesting is an utilisation-focused, highly participatory tool that enables evaluators, grant makers, and managers to identify, formulate, verify, and make sense of outcomes that have been influenced when relationships of cause-effect had been unknown. Unlike some evaluation methods, Outcome Harvesting does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change. The tool has been tried and tested through harvesting outcomes from over 300 NGOs, networks, CBOs, capacity building teams, research institutes, and government agencies in Africa, Asia, Europe, the Middle East, Latin America and the Caribbean and North America.

Agenda: In this one-day workshop participants will learn how to apply the essential principles of the six steps of Outcome Harvesting and at the end of the day be able to design a monitoring process or formative or summative evaluations using the tool.

Facilitator: Ricardo Wilson-Grau

Capacity: minimum: 10, maximum: 20

3. Outcome Mapping and the Logic Model: A practical and realistic fusion?

Prerequisites: Knowledge and use of OM, knowledge and use of the logic model

Description: Attendees will discuss the practicalities of fusing OM with the LM and analyse if it is a realistic, workable solution to gathering robust, accountability- and learning-oriented evidence for the projects and programs they are working with.

Agenda: This is a half-day session. We will share real-life examples of how OM and LM have been woven together to create useful M&E systems, and then allow time for debate, discussion and create a list of forward-thinking ideas for making this fusion more workable, useful and realistic, based on participants' realities.

Facilitators: Kaia Ambrose and Steff Deprez

Capacity: minimum: 7, maximum: 15

4. Distinguishing boundary partners and strategic partners from other stakeholders

Prerequisites: Background knowledge in Outcome Mapping will be valuable but not vital.

Description: Selecting the right boundary partners is not always straight forward. Boundary partners serve two sometimes conflicting roles. They are expected to enable the project *extend its influence* and at the same time *demonstrate development outcomes*. However, these two functions are often served by disparate sets of stakeholders and project teams face the challenge of selecting effective partners. During this workshop participants explore stakeholder analyses that should lead to the right partners and the identification of desired outcomes.

Agenda: This half day session will start with a presentation of the challenge faced when defining boundary partners and introducing different types of stakeholder analyses (power to influence, easy demonstration of progress, project capacity to influence or support, etc.) showing where various stakeholders lie and how to pick BPs of interest. This will be followed by group work exploring the stakeholder analysis that takes place in intentional designs and to propose and any new analyses that can be done to better pick the BPs and target outcomes. The session will end with a discussion of how best to introduce and use the concept of Boundary Partners.

Facilitator: Julius Nyangaga

Capacity: minimum: 5, maximum: 15

5. Progress Marker Indicators for Developmental Change

Prerequisites: Knowledge of Outcome Mapping concepts is desirable but not compulsory. This workshop will be most beneficial to those seeking methods for tracking developmental progress with key stakeholders in settings such as networks where change is emergent and unpredictable.

Description: The workshop will use a case study of a food policy network that is strengthening local food procurement and sustainability at Canadian Universities. The teaching case, and participants' own projects, will be the foundation for understanding progress marker indicators for developmental change and exploring participatory benchmarking and progress monitoring tools.

Agenda: This half-day experiential workshop begins with identifying criteria for successful outcomes in the complex circumstances of the participants' projects. Using those criteria, and clusters of boundary partners, participants will take a deep dive into developing progress marker indicators and adapting data collection tools.

Facilitator: Heidi Schaeffer

Capacity: minimum: 5, maximum: 10

6. OM for policy influence and advocacy

Prerequisites: Basic knowledge of OM, especially concepts of boundary partners and progress markers. Active in some kind of policy engagement (advocacy, policy advice, campaigning, research or evaluation to influence policy)

Description: Participants will learn about the RAPID Outcome Mapping Approach (ROMA) and how the Research and Policy in Development (RAPID) programme at ODI promotes Outcome Mapping as a framework for developing strategies for influencing policy through research. ROMA combines the concepts of OM – boundary partners, outcomes as changes in behaviour, progressive change and contribution rather than attribution – with RAPID's 13 years' experience of understanding how evidence informs policy. It has been used by academic researchers, NGO advocacy teams, civil society organisations and think tanks across the world as a tool for planning engagement and influencing strategies to bring about changes in behaviour, discourse, policy process and ultimately formal policy (which is not confined to public policy but includes policies of all kinds of institutions).

Agenda: This workshop will be half a day. The first half of the workshop will introduce participants to RAPID's 'six lessons for influencing policy with research' and the ROMA approach through a worked example. The second half of the workshop will involve group work applying one of the tools that RAPID has brought into the OM toolbox: the Alignment, Influence and Interest Matrix for understanding stakeholders.

Facilitator: Simon Hearn

Capacity: minimum: 5, maximum: 15

7. Applying Outcome Mapping in EU Funded Projects: Where Outcomes Matter Most

Prerequisites: Knowledge of Outcome Mapping concepts is desirable but not compulsory. The workshop would benefit most those working as managers or M&E officers in EU funded projects and who are struggling to align accountability with learning, while meeting the contractual requirements of the EU with respect to M&E.

It should be taken preferably together with the "Integrating OM and LFA module" but can be also taken as a stand-alone module.

Description: The workshop proposes a pragmatic approach on how to incorporate the principles of Outcome Mapping in the day-to-day management of EU funded projects, and how on-going OM-inspired M&E can feed into (and improve the outcomes) of the Results Oriented Monitoring (ROM) approach which is the main quality assurance tool of the EU.

It will review the M&E requirements in the standard EU calls for proposals as well the design and main areas of focus of ROM and will demonstrate how OM can fill the "qualitative gap" that is missing most of the time in the M&E systems in place.

Agenda: The workshop will take place over two sessions of two hours each and will be entirely delivered in the form of a case study.

Facilitator: Ziad Moussa

Capacity: minimum: 5, maximum: 15

Consultation session

Prerequisites: For participants who have a specific challenge relating to their OM practice. This could be for a project you are currently involved in implementing, advising, evaluating or planning. Please bring any supporting documentation. You should provide a description of the challenge on the registration form.

Description: Participants will have the opportunity to discuss their challenge with a facilitator for a set period of time depending on how many requests we receive. The format will either be one-to-one, two-to-one (two facilitators) or facilitated peer groups. We will decide the format once we have received all requests and can allocate time and facilitators appropriately.

Agenda: This session will run from after the plenary session on Tuesday afternoon until 6pm.

Facilitators: Kaia Ambrose, Steff Deprez, Simon Hearn, Ziad Moussa, Julius Nyangaga, Heidi Schaeffer and Ricardo Wilson-Grau.

Facilitator bios

1. Kaia Ambrose

Kaia Ambrose is the Monitoring, Evaluation and Learning Manager at CARE Canada, as well as an international development consultant with a focus on facilitating the creation and implementation of learning-oriented monitoring and evaluation systems and processes. She supports organizations, projects and programs in Canada, the United States, Europe, Middle East, Africa and Latin America design in a participatory manner M&E systems and processes largely based on principles and tools of developmental evaluation, and has delivered numerous M&E training workshops. As the M&E and learning manager at CARE Canada, she has woven Outcome Mapping and other methods (such as Most Significant Change) into Results-Based Management frameworks, supporting individual projects across the globe to build their capacity and use a variety of methods

2. Steff Deprez

Steff Deprez is the Coordinator Planning, Learning & Accountability (PLA) at VECOs head office (Belgium) and works as freelance consultant supporting development organisations/programmes in the design and implementation of relevant and purposeful monitoring and learning practices. He has used OM (mostly in combination with other programme models) since 2005 in Education, Agriculture & Value Chain programmes in Latin-America, Africa and Asia. He facilitated the development of an OM-based framework for VECOs value chain programmes and a learning-oriented monitoring system, i.e. the PLAs. Steff provided in-house and public OM trainings and coordinated the compilation of a contextualised Indonesian Outcome Mapping manual (2010).

3. Simon Hearn

Simon is a Research Fellow in the Research and Policy in Development programme at the Overseas Development Institute. As well as being the facilitator of the Outcome Mapping Learning Community for the past five years, Simon has also been involved in training and supporting strategic policy influencing for research and advocacy teams. He has contributed to the development of the RAPID Outcome Mapping Approach and has applied it through many workshops around the world.

4. Ziad Moussa

Ziad Moussa has worked over the past 18 years successively as a researcher, a development practitioner and an evaluator in well over 30 countries in Africa, Asia, Europe and the Middle East. He was the Team Leader of the Technical Assistance of the Local Authorities Partnership in the Mediterranean (MED-PACT) programme between 2007 and 2010 and is currently the Key Expert in charge of the Southern Mediterranean Region in the Cooperation in Urban Planning and Dialogue (CIUDAD) programme since 2011, both of which are large EU-funded programmes (5 million and 22 million Euros respectively).

5. Julius Nyangaga

Julius Nyangaga is the Regional Monitoring, Evaluation and Learning Manager for the International Institute of Rural Reconstruction (IIRR) in Nairobi, Kenya. His particular activities entail training in M&E in general, Outcome Mapping in particular, integrating the methodology's qualitative concepts in program designs.

6. Heidi Schaeffer

Heidi Schaeffer manages capacity development for a network of over 100 community-governed primary health care centres in Canada. She is a developmental evaluation consultant that combines tools from social analysis systems design and liberating structures to inspire individuals, groups and organizations to create the changes they desire for themselves and their communities.. She has worked extensively in communication for development in Asia, Africa and Canada. Heidi is an Outcome Mapping trainer and researcher.

7. Ricardo Wilson-Grau

Ricardo Wilson-Grau is an independent evaluator and organisational development consultant supporting social change organisations. Since 2003, with over a dozen co-evaluator colleagues, he developed the Outcome Harvesting tool in monitoring and evaluating two dozen organisations and programmes, including those of the Ford Foundation, Hivos, IDRC, the Open Society Institute, Oxfam Novib, the UN Trust Fund to End Violence Against Women and the World Bank Institute. He resides in Brazil but works internationally.

Terms and conditions

Submission of the registration form does not guarantee a place in the OM Master-class 2013. Only when full payment has been made is a place guaranteed. An invoice will be sent to you from the Overseas Development Institute shortly after submitting this form. Payment will only be accepted through bank transfer and any charges incurred when making payment will be at the cost of the applicant. The full fee for your participation in the workshop must be paid within 30 days of receiving the invoice or on or before the 10 March 2013 (whichever is earliest). Participants who have not paid by this date may forfeit their place.

Workshop fee includes refreshments and lunch, which will be offered after your session if you are registering for an morning session or before your session if you are registering for an afternoon session. Workshop fee does not include accommodation or travel. You are responsible for organising and funding your own accommodation and travel to/from the workshop venue.

Cancellation policy: Full refunds will be given to participants who cancel on or before 10 February 2013. 50% refunds will be given to participants who cancel on or before 3 March 2013. No refunds will be given to participants who cancel after 3 March 2013 under any circumstance.