


July – August 2020

Evolving OM for Equity-Focused and Gender Transformative Change Processes

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What we will cover

- Defining gender, equity and inclusion (to get our bearings)
 - What we heard from the OMLC surveys
 - Gender and equity-focused principles & practices
 - How OM and gender core concepts align and where OM requires strengthening.
 - Equity and gender transformative evaluation examples
 - Questions arising and next steps.
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OutcomeMapping
LEARNING COMMUNITY

Gender and equity in Outcome Mapping

A summary of issues and experiences

Sonal Zaveri

July 2017



Evolving Outcome Mapping Core Concepts, Steps and Tools Together

The 2017 survey:

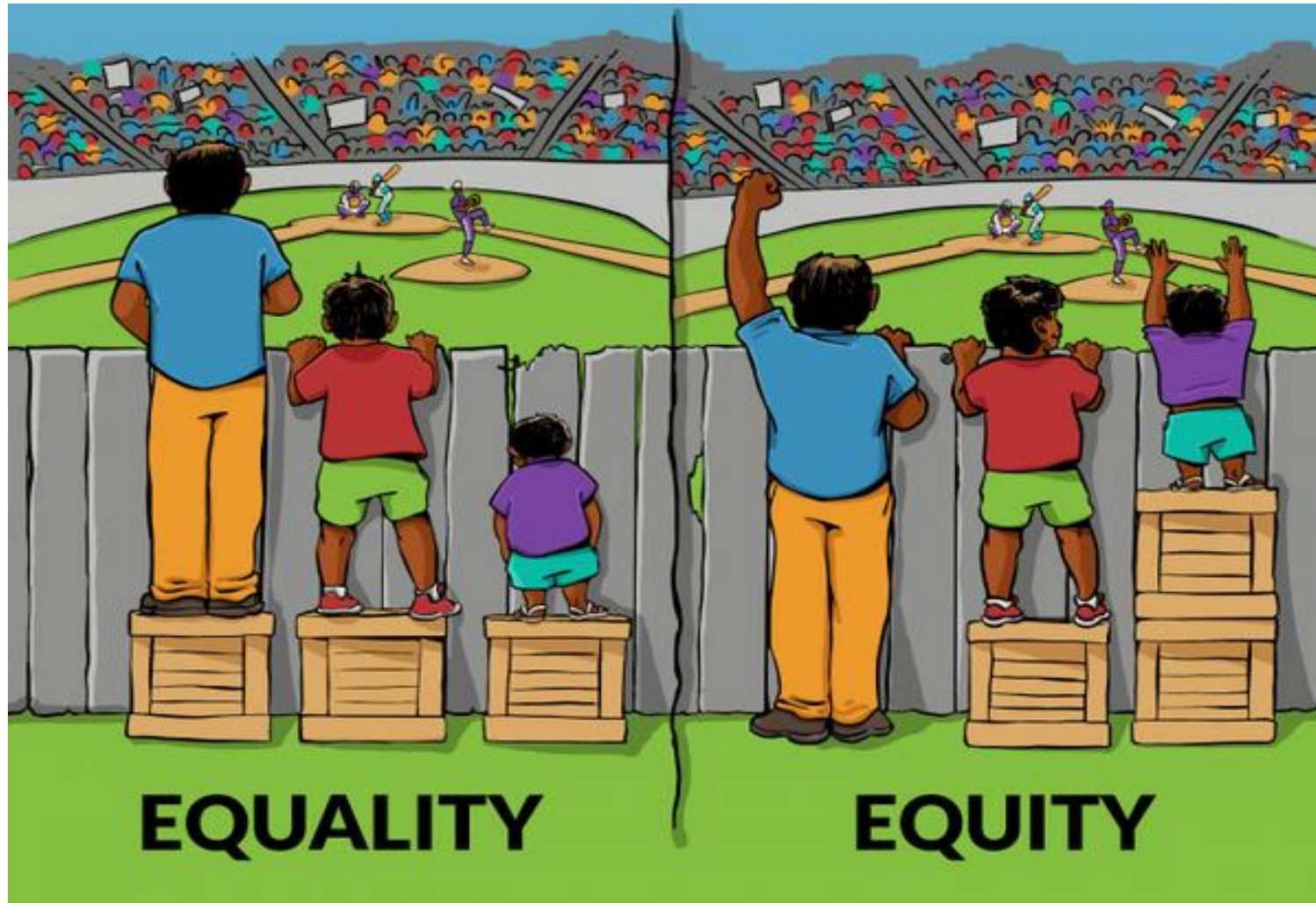
What have you found most helpful or
challenging in using OM in gender
and social inclusion?

Equity and Gender Transformative Outcome Mapping Survey, 2019

Strengthen capacity across the OMLC to embed equity and gender-focused thinking and practice in Outcome Mapping.

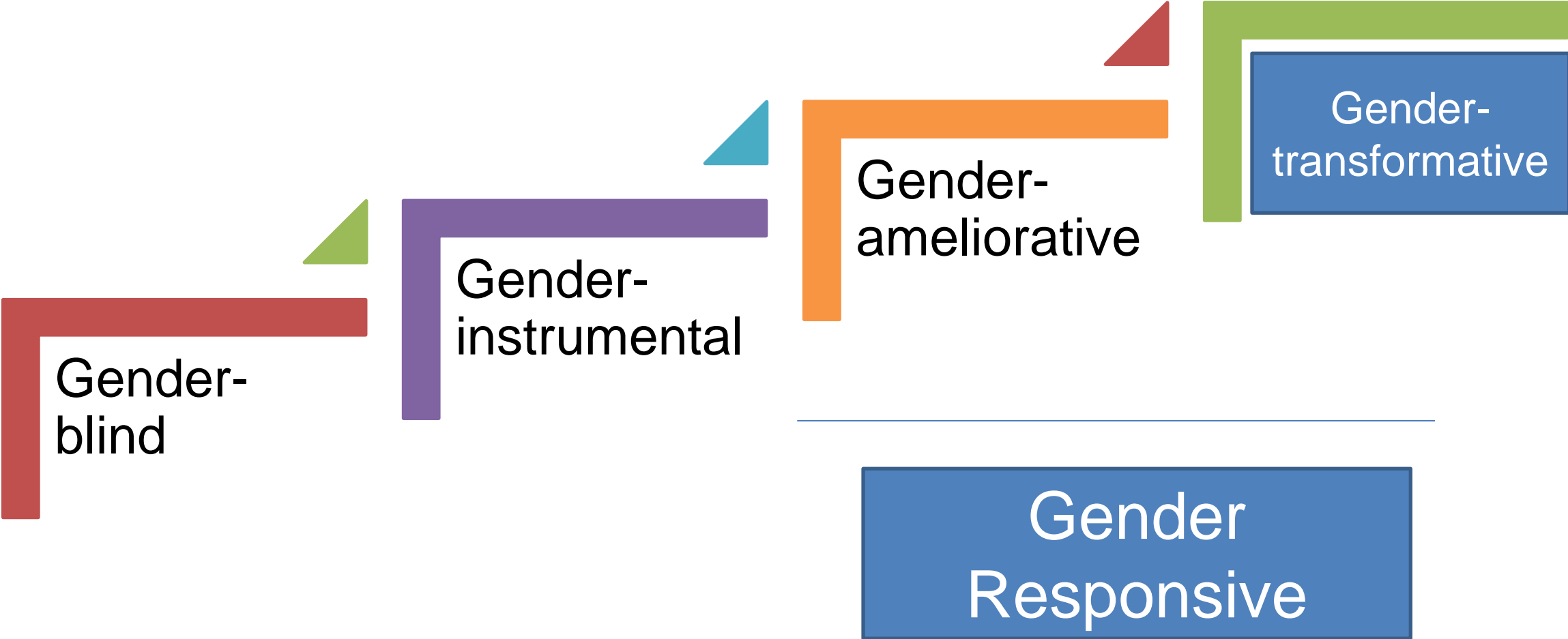


EQUALITY OR EQUITY? IS THERE A DIFFERENCE?



Gender in Evaluations

(adapting from Kabeer, 1994)



Gender relations interlocks with other power relations

INCLUSION IS CRITICAL!

Inclusion is more than diversity and numerical representation. Inclusion involves authentic and empowered participation and a true sense of belonging.

Intersectionality refers to the complex and cumulative way that the effects of different forms of discrimination (such as racism, sexism, and classism) combine, overlap, and intersect—especially in the experiences of marginalized people or groups.



Why must we address gender, equity and inclusion

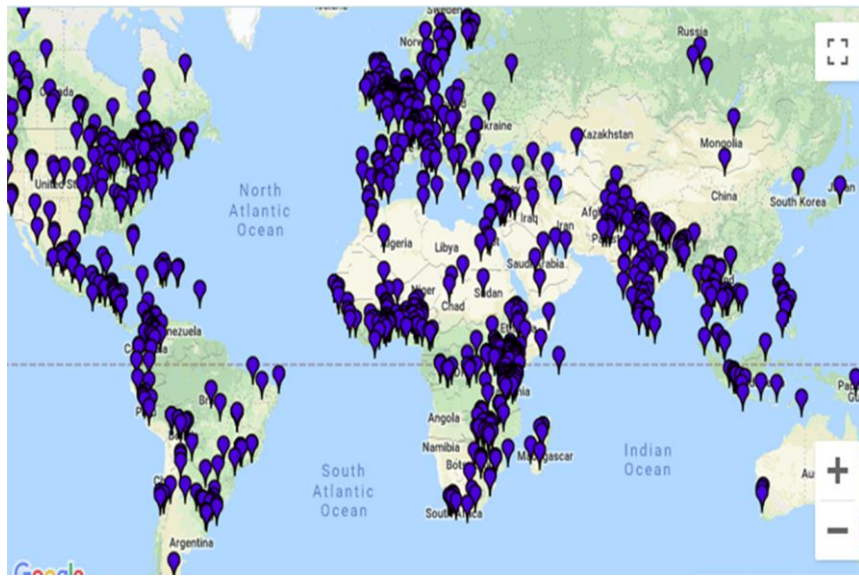
- Relationships are socially constructed so CAN be changed
- Shaped by institutions; which need transformation
- Can lead to wrong conclusions
- Result in violations of women's and marginalized people's rights

OM is a gender neutral approach!

The journey Stepping up

- What are de-colonized, power and gender-transformative principles to guide use of Outcome Mapping and Outcome Harvesting for advancing inclusion, anti-oppression and anti-racism?
- What strategies, resources and capacities are needed at this time to advance socially equitable and gender transformative Outcome Mapping processes?

Acknowledgements and Gratitude



“Championing and cultivating OM principles & practices” Strategic Direction #2 (2019-2021)

52 people from 35 countries completed the survey. Emerging network of practitioners with several online meetings in 2020.

Working towards resources for the 20th anniversary to support OM practice (core concepts, steps and tools) for equity, inclusion and gender-transformative change processes.

Survey Respondents .5 to 18 years of OM

1. How many years have you been using Outcome Mapping?

- **Average = 5.6 years using OM**

2. Experience with design, monitoring or evaluating equity-focused, inclusive and/or gender-transformative programs, projects or initiatives?

NA = 3, Not Often = 5, Sometimes = 17, Often = 11 and Quite often = 15

3. Level of experience applying an equity-focus and/or gender-transformative analysis with OM? Where 1 is low and 5 is high. Average = **2.8** out of 5

Aligned Approaches used with OM

“Power and interest mapping supports clarifying power dynamics of policy implementation 'partnerships' and insights into the levels of contribution that can be expected or explored.”

“Sometimes I use OM to really dissect the logic model and make teams think more deeply about their work.”

“Theory of change helps to craft the language that puts boundary partners in the driver's seat.”

“Contribution analysis aligns extremely well with the sphere of control/interest/concern and can help teams think outside themselves to identify the larger system and mechanisms that are required for success.”



Expanding OM Core Concepts



1. Sphere of influence
2. Boundary Partnerships
3. Outcomes understood as changes in behaviour (Progress Markers)

Evolving Core Concepts and Discovering & Defining Useful Principles to Guide Equity-Focused Practice



1. Participatory/people-centred and relationship-based.
2. Understanding the system and context.
3. Actor-centred ToC grounded in complexity & systems thinking.
4. Learning-oriented and adaptive.

Survey Responses: Evolve into OM Specific Participatory/people-centred Principles?

Understanding that leaders and owners of social change processes are among the most vulnerable groups of people.

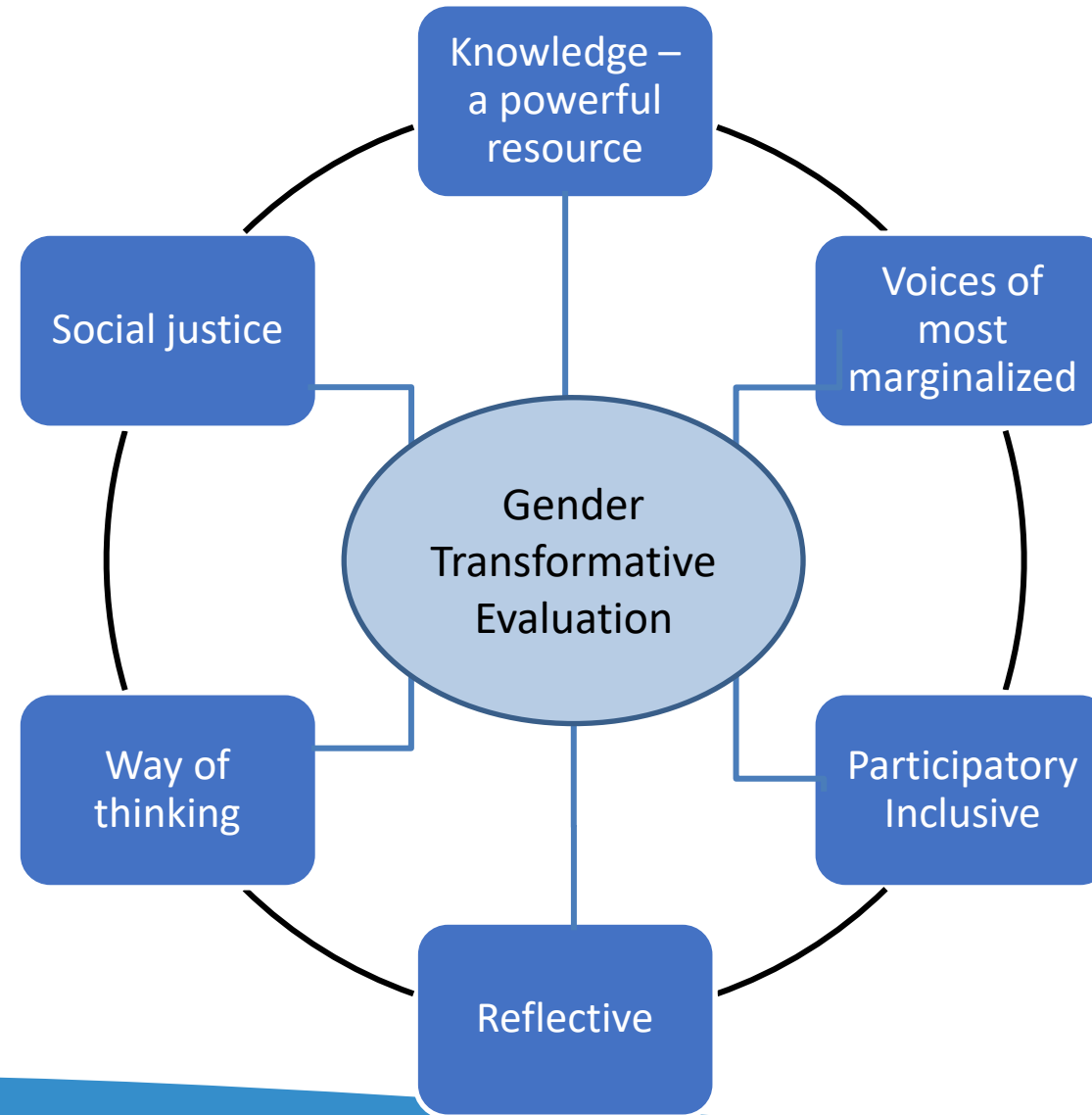
Ensuring participatory involvement and inclusion of actors in the design, monitoring and evaluating the project.

Understanding behaviour change from the point of view of those the intervention is intended to benefit.

Defining success according to the users and not provider of services/support. Being centered on the vulnerable receivers of the services/supports.

What are gender
transformative evaluation
principles/core concepts?
How do they “fit” with OM
core concepts?

Core concepts of Gender Transformative Evaluation



Adapted from Podems and Negroustoueva (2016)
Feminist evaluation. BetterEvaluation.
Retrieved from
http://www.betterevaluation.org/approaches/feminist_evaluation

Do OM and gender core concepts align?

CORE CONCEPTS	Knowledge is a Powerful Resource	Voices of the Most Marginalized	Participatory and Inclusive	Reflective	Way of Thinking	Social Justice
OUTCOME MAPPING	OM is created by, for and with people who are most directly affected	People centered – actor centered, addresses behavior change of boundary partners, involves strategic partners	Participatory - values the involvement of diverse persons in planning for OM	Progress markers – provide a progression of outcomes	Adaptive – OM is responsive to changing contextual needs	OM is use focused – identifies spheres of control, influence and interest
GENDER AND EQUITY	Knowledge is a resource to be created and shared by all, recognizing that some ways of knowing are privileged over others	Focus on changing power relations among people and institutions and includes those most affected by power inequalities	Inclusive - recognizes that all voices need to be heard especially those left behind	Empowerment is a process so the gradient of outcomes is a useful way to frame thinking	Gender and equity are a way of thinking – recognizes realities are different and co-exist	Seeks to influence and advocate for change, addresses social justice

Operationalizing the “Fit” between OM and gender

OUTCOME MAPPING	GENDER AND EQUITY
Boundary partners	Include women and marginalized groups, recognize intersectionality
Participatory	Ask who is missing? Whose voice is not heard? Encourage many ways of knowing
Progress markers – gradient, multi-dimensional, fluid and adaptable	Need to select outcomes that address structural inequities Empowerment is a process so PM can plot trajectory of change Watch out for unintended outcomes
Outcome journals	Different stories depends on who is writing – to capture this diversity for analysis and using different ways – oral histories, pictorials, stories
Vision, Mission and strategy maps	To ensure gender and equity are addressed
Review, dialogue and discuss - during the program cycle	Adapting to local contexts, dynamics and discussion across stakeholders – boundary partners, strategic partners, identify new partners as changes in power structures are likely to create backlashes and subversion of power

OM was one of the approaches used to evaluate an adolescent boys empowerment program evaluation

Inputs

Curriculum on empowering males towards gender transformations and preventing violence against women

Activities

- Workshops for adolescent boys
- Community meeting
- Action events for advocacy

Expect to see

Adolescent boys who attended most workshops discuss with friends and family about gender equity, patriarchy and other related issues

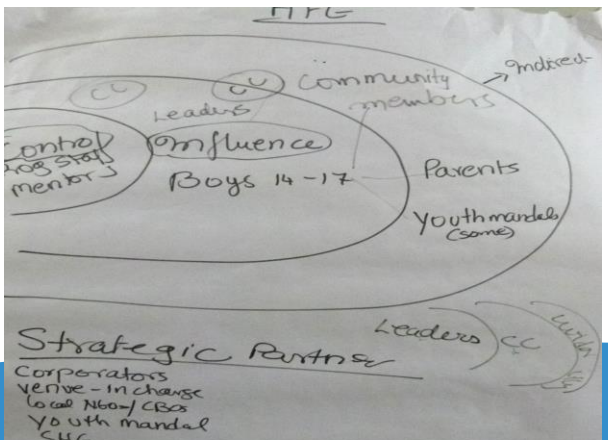
Like to see

Adolescent boys take small actions at home to demonstrate gender equity such as sharing household chores, speaking respectfully with their mother and sisters

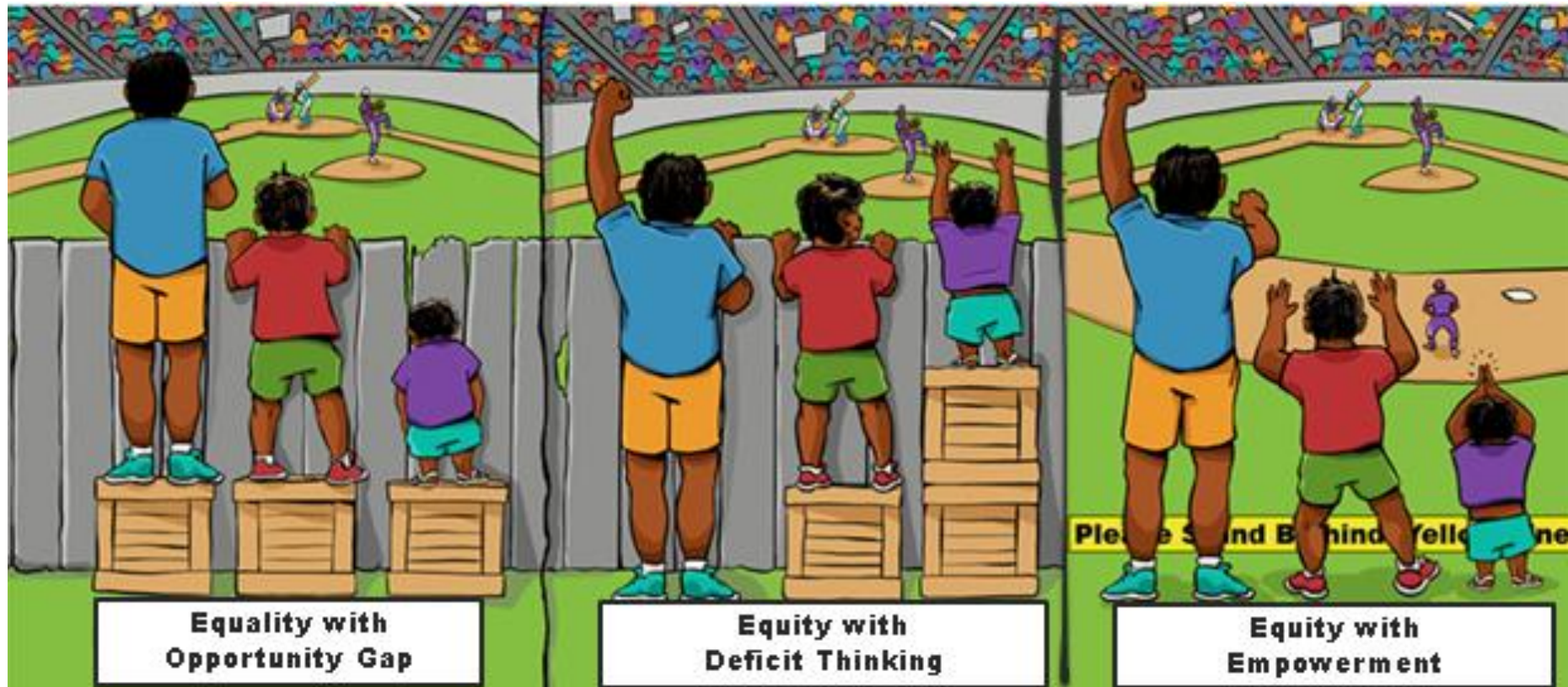
Love to see

Adolescent boys question social norms and gender inequity at home, and at action events in community on preventing violence against women

Unintended outcomes
Become more respectful
Better school attendance
Less loitering
Increased aspirations



Using OM for Transformative Change Processes



Akm's adapted model from Craig Froehle's "equity vs. equality":

http://culturalorganizing.org/wp-content/uploads/2016/10/The4thPanel_Kit.jpg and <http://culturalorganizing.org/the-problem-with-that-equity-vs-equality-graphic/>

OM and OH Combined for Anti-Racist Organizational Changes in Health



Indigenous Cultural Safety Program(ICS)

- Organizational Partnerships & Collaboration

Strategic Goal 2018/19:

- To strengthen the capacity of health care organizations to be proactive in the development and implementation of Indigenous anti-racist organizational goals, policies and practices.



Transformative Outcome Mapping Exampleh: Relational, Learning Oriented, Adaptive & Emergent

The Ontario ICS program is working with key health system partners to improve awareness about how colonialism and anti-Indigenous racism is embedded in organizational practices and services at every level of the health system.

Lesson Learned: Likely that you can't map OC's and PM's with the boundary partners from a colonized mindset. The transformative change pathways emerge through on-going, inclusive and power-sharing relationships between Indigenous people/organizations and their health system boundary partners.

Taking Actions From Learning about Colonization



**Truth and Reconciliation
Commission of Canada:
Calls to Action**



Like to see

- Land acknowledgements included at every Health Quality Ontario all staff mtg.
- Team members request land acknowledgements and the leadership adopt the practice for all organizational meetings.
- The health equity team builds organization-wide capacity to do land acknowledgements.
- Quality Standards team leads acknowledgements at all community advisory committee meetings with staff taking turns delivering.

What do we need to strengthen Outcome Mapping for Equity-Focused and Gender Transformative Change Processes?

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AEA: Principles For Evaluators for Equitable & Just Society

- Identify and make efforts to address the evaluation's potential risks of exacerbating historic disadvantage or inequity.
- Promote transparency and active sharing of data and findings with the goal of equitable access to information in forms that respect people and honor promises of confidentiality.
- Mitigate the bias and potential power imbalances that can occur as a result of the evaluation's context. Self-assess one's own privilege and positioning within that context.

Culturally Responsive and Equitable Evaluation (CREE)

- Donna Podems identifies themes in transformative CREE evaluation approaches:
- (1) relying on **ethical stances** of inclusion and challenging oppressive structures; (2) creation of evaluation design that builds and nurtures **transparency**; (3) being intentional about using results to enhance **social justice and human rights**; and (4) addressing **intersectionality** through culturally responsive strategies.

A CALL FOR EQUITABLE EVALUATION

We believe that evaluators of philanthropic efforts have a moral imperative to approach their work in ways that contribute to equity. We believe this is even more essential for those engaged in efforts specifically related to equity. This includes a commitment to three principles:

1

Evaluation and evaluative work should be in service of equity.

→ Production, consumption, and management of evaluation and evaluative work should hold at its core a responsibility to advance progress towards equity.

2

Evaluative work can and should answer critical questions about the:

- Ways in which historical and structural decisions have contributed to the condition to be addressed
- Effect of a strategy on different populations
- Effect of a strategy on the underlying systemic drivers of inequity
- Ways in which cultural context is tangled up in both the structural conditions and the change initiative itself.

3

Evaluative work should be designed and implemented commensurate with the values underlying equity work:

- Multi-culturally valid
- Oriented toward participant ownership.

If we do not work in this way, and if foundations do not support evaluators to work in this way, and non profits do not or cannot resource this type inquiry, evaluation practices risk reinforcing or even exacerbating the very inequities the change initiative seeks to address.

Citation Reference: Center for Evaluation Innovation, Institute for Foundation and Donor Learning, Dorothy A Johnson Center for Philanthropy, Luminare Group. "Equitable Evaluation Framing Paper." *Equitable Evaluation Initiative*, July 2017, www.equitableeval.org.