

# OMLC WINTER SCHOOL 2022

## OUTCOME MAPPING AND HARVESTING FOR TRANSFORMATIVE CHANGE

### VENUE

ENABEL - BELGIAN  
DEVELOPMENT  
AGENCY  
RUE HAUTE, 147  
1000 BRUSSELS  
BELGIUM

### DATE

DECEMBER  
6-9  
2022

### REGISTRATION

[event.outcomemapping.ca](http://event.outcomemapping.ca)

Event organised by the Outcome Mapping Learning Community and hosted by Enabel - Belgian Development agency



**Outcome Mapping**  
LEARNING COMMUNITY

**Enabel**

## WHY THIS EVENT?

Outcome Mapping (OM) and Outcome Harvesting (OH) are more relevant than ever as there is an acute need to engage in system level change in areas such as climate change, equity and inclusion, peacebuilding and civic participation. OM and OH provide practical, participatory, and highly adaptable approaches to see through the fog of complexity when designing, monitoring, or evaluating interventions that seek to influence system level changes.

## WHO IS IT FOR?

This is an event for people who are looking for more than a quick fix to their M&E problems. It is for programme managers and implementers, MEL practitioners, and funders who are interested in exploring how to put the principles and concepts that underpin OM and OH into practice. Concepts such as complexity, systems thinking, transformative change and actor-oriented planning, monitoring and evaluation, which are increasingly recognised as vital components in development cooperation. Through facilitated application of OM and OH we will explore how these concepts can shift the status quo of the way we work in the development sector.



## WHAT CAN YOU EXPECT?

The three-and-a-half-day event will introduce you to the foundations and practice of OM and OH, providing you with expert tuition, interactive exercises, facilitated discussion, space and support to apply the techniques to your own project, and real-life case studies. You will be supported by a team of OMLC Stewards and Advisors: world class practitioners with decades of combined experience applying OM and OH in a wide range of fields.

We expect you to take away from the event:

- An understanding of the principles and practice of OM and OH.
- An appreciation, new ideas and new skills for incorporating actor-centred and outcome-oriented planning, monitoring and evaluation approaches in your work.
- A community of like-minded individuals and organisations that you can look to for support and further exchange of ideas.

## PROGRAMME OVERVIEW

SESSION	CONTENT OVERVIEW
<b>Tues 6<sup>th</sup> Dec</b> <i>Starting at 12:30 with lunch</i> <i>Closing at 17:00</i>	Lunch and registration. Getting to know each other and setting the scene for the workshop. Delving into complexity, systems thinking, equity and inclusion and transformative change and how OM and OH support these.
<b>Wed 7<sup>th</sup> Dec</b> <i>09:00 - 17:00</i>	Introducing the first five steps of the OM Intentional Design through practical exercises and examples. Applying OM in your own projects.
<b>Thur 8<sup>th</sup> Dec</b> <i>09:00 - 17:00</i>	Finishing the OM Intentional Design steps. Introducing Outcome Harvesting and practising data collection techniques. Using OM and OH for outcome-oriented monitoring.
<b>Fri 9<sup>th</sup> Dec</b> <i>09:00 - 17:00</i>	Applying OM and OH in your own projects. Parallel sessions on prepared case studies adapting OM and OH to different contexts and purposes, and other topics including equity and inclusion.

For details of the **venue, registration and other logistical matters**, please see the event website: <http://event.outcomemapping.ca> or email: [brussels2022@outcomemapping.ca](mailto:brussels2022@outcomemapping.ca)

**REGISTER NOW**

## SESSION OVERVIEWS

### A note on facilitation and how our sessions will be run.

Participant voice, self-discovery and interaction will feature throughout the workshop. Group exercises and individual reflection will guide learning. Participants should come to the event with clear learning objectives and ideally with projects in mind to apply OM and OH with. While presentations will be used in some sessions to clarify concepts and key steps, these will be limited to a few hours each day. All sessions and all the materials provided will be in English only.

### **DAY 1: OUTCOME-BASED THINKING: DEVELOPMENT TO PUT HUMANS AT THE CENTRE**

**“What would it take to make the ‘social’ and in particular ‘the human’ truly central to development discourse and practice?”** *(Duncan Green, Poverty to Power, 6 ways to rethink aid for real, complex human beings)*

The first day of the workshop will challenge our notions of structures and language in the development sector and create space to discuss what people-centred approaches look like, which consider the depth and variety of individuals, groups and their interactions. We will explore concepts that are gaining momentum in the development sector, such as complexity and systems thinking, transformative change and developmental evaluation. We'll unpack how the common foundations and principles of Outcome Mapping and Outcome Harvesting support these concepts in practical ways for project and programme design, monitoring and evaluation, and for utilisation and learning from M&E. Ultimately, we'll be learning how these help us understand who is contributing to meaningful change and how.

## **DAY 2: OM TO HELP US DO DEVELOPMENT DIFFERENTLY**

**D**ay 2 will further unpack and explore the structure of OM. We will walk through the first five steps of Outcome Mapping, delving into real-life examples to bring the key innovations of Boundary Partners, Outcome Challenges and Progress Markers alive. You will have an opportunity to apply the learning to your own project with support from one of the facilitators. Alternatively, if you don't have a project of your own you can join another project and work through the steps in a real-life case.

## **DAY 3: OM & OH IN MONITORING AND EVALUATION**

**H**ow to make your monitoring, evaluation and learning system work for complex contexts and programmes – to learn about them, and adapt and increase your relevance as a development programme or organisation? Day 3 will introduce Outcome Harvesting, using a real case and hands-on practice, to give a taste of what it takes to make OH a useful element of an overall monitoring, evaluation and learning practice. We will also explore the combination of OM and OH in outcome-oriented monitoring practices, including data collection, analysis and sense-making. This will cover topics such as categorising Progress Markers, using tagging systems, customising various forms of synthesis and using methods for quantifying and visualising progress over time.

## **DAY 4: BRINGING OUTCOME-ORIENTED CONCEPTS AND TOOLS TO YOUR WORK**

**T**he final day will provide another opportunity for applying what you've learned about OM and OH to your own projects (as on day 2) with facilitator support and peer learning opportunities.

We will also offer a variety of parallel sessions to explore prepared case studies and discuss topics which have emerged over the workshop, particularly on adapting OM and OH to different contexts and purposes such as for equity and inclusion and integrating with other methods and approaches. These will be led by our facilitation team and you will have an opportunity to suggest a topic or host a session.

After three days of new concepts for some, new ideas for others, and many questions, doubts and enthusiasm, we will create a meaningful space to reflect, propose and decompress.

## FACILITATION TEAM

The workshop is designed and delivered by the Outcome Mapping Learning Community Stewards with additional support from our wider group of OM Advisers. All members of the team will be involved in facilitating sessions and contributing their wealth of experience.



**Simon Hearn** is an independent consultant supporting clients to develop systems for monitoring and evaluating research impact, policy influence and advocacy. He specialises in Outcome Mapping and has been the coordinator of the Outcome Mapping Learning Community for the past ten years. He was previously a Research Fellow with the Research and Policy in Development programme at the Overseas Development Institute and co-authored the RAPID

Outcome Mapping Approach: a guide to policy engagement and influence. He has written extensively on areas including monitoring and learning, impact evaluation, knowledge management, research impact, online communities, networks and coalitions. **Simon is based in UK.**



**Veera Blomster's** background is in cultural anthropology and grass-roots movements focusing on environment, fair trade and interculturalism. She has worked for the rights of domestic workers in Peru and studied internal migrations related to domestic child labour. She has been a member in different boards of organisations promoting human rights, social justice and sustainability. Currently Veera works as program officer responsible for PMEL in Taksvärkki, a

Finnish CSO promoting equality, youth activism and meaningful youth participation for sustainable development. She got interested in Outcome Mapping around 2012 as an approach with tools and insights supporting the values she emphasises in development cooperation: horizontal relations with two-way learning, participation and local ownership. Today OM is applied in all development cooperation work funded by her organisation. The value of OM can especially be seen in high commitment of local actors and deepening understanding of the change happening, both resulting in sustainable nature of the outcomes. **Veera is based in Finland.**



**Jeph Mathias** is an Indian/New Zealander who consults independently with innovative social and environmental projects across South Asia and is a Development Studies research fellow at Massey University, New Zealand. Jeph's history includes a year with Mother Teresa, a Cambridge MA, teaching in apartheid South Africa, horse riding with Mongolian nomads, life in a Brazilian favela, a MSF malaria project in Colombia, trapping crocodiles in the Amazon,

senior emergency doctor in New Zealand, Cambodian slum life, expedition doctor on Everest, the first traverse of the Mekong, snow leopard conservation, community health in Himalayan valleys, living in a Delhi bustee, remote surgery... The constant undercurrent in social and environmental issues for Jeph is how people think, act and relate so for him OM 'goes for the jugular' of this wonderfully complex, unpredictable planet. **Jeph is based in New Zealand.**



**Heidi Schaeffer** has a masters of education in transformative change with a deep commitment to equity, inclusion and community-based social change work. She has a background in development communication working with rural radio stations in South-East Asia, Africa and with Indigenous communities in Canada. It was through evaluating radio for development projects that she first discovered Outcome Mapping in 2005. Heidi's consulting group, "Advancing Change Together" supports learning-oriented and outcomes-based planning, monitoring and evaluation, working in organizational change, networks and leadership development in health care and public health. She appreciates the power of Outcome Mapping and Outcome Harvesting to strengthen strategic learning, adaptation, program implementation and multi-sectoral systems change initiatives. **Heidi is based in Canada.**



**Mariam Smith** has mostly lived and worked in Asia, but currently works as an independent consultant based in Sweden. After years of struggling with linear approaches, her experience of introducing OM while managing an action research and community development programme among indigenous people in Cambodia 2010-2015 convinced Mariam of OM's potential. She found that OM gave space for staff to work with complex situations in a dynamic, relational and actor-focused way; it enhanced learning, enabled adaptation, and changed communication. In her masters thesis in pedagogy, she continued to explore these cultural changes in other organisations throughout Asia, and discovered similar stories. Now she works with local organisations and funders supporting them in developing learning frameworks, merging pedagogy and development practice. **Mariam is based in Sweden.**



**Richard Smith** has been an independent consultant since 2011 specialising in evaluation and monitoring that supports the practical adaptation of OM concepts, in particular using OH. He first used OH in 2010 when commissioning an evaluation of a biodiversity capacity development and advocacy network. Through this he gained first hand experience of the demands OH puts on programme staff as well as the highly valuable insights and evidence the tool can bring to light. Enjoying coaching and training, he co-founded the Outcome Harvesting Training Team with Goele Scheers to provide virtual and in person training world-wide. Richard is currently co-chair of the OMLC, sharing responsibility for the ongoing development of this learning platform. **Richard is based in UK.**



**Kaia Ambrose** is an independent evaluation consultant, previously holding positions at the Caribbean Development Bank's Office of Independent Evaluation, as well as the role of M&E Advisor at CARE Canada. Since 2001, she has supported a wide range of organizations in Latin America, Africa and Asia to develop actor-oriented, learning-oriented planning, monitoring and evaluation systems. She has conducted numerous M&E trainings with a focus on Outcome Mapping, as well as Results-Based Management. She has managed and carried out evaluations that cover several different thematic areas, using principles and tools of Outcome Mapping and Outcome Harvesting, and is one of the founding members of the Outcome Mapping Learning Community. **Kaia is based in Canada.**



**Steff Deprez** is an independent consultant who has supported international development programmes for over 20 years around the globe. He provides technical and strategic guidance to organisations for the design of learning-oriented monitoring and evaluation systems for social change and sustainable development initiatives, particularly in the areas of value chain development and inclusive business, education, gender equality and women's empowerment. His work is inspired by the principles of complexity thinking and practical actor-centered approaches. For over two decades he has specialized in Outcome Mapping, Outcome Harvesting and SenseMaker. He is a steward of the Outcome Mapping Learning Community, is an accredited SenseMaker Practitioner and licensed SenseMaker Designer. **Steff is based in Belgium.**



**Goele Scheers** started working with Outcome Mapping in 2005 in her position as PM&E Coordinator at the Global Partnership for the Prevention of Armed Conflict (GPPAC). In 2007, she contributed to developing the Outcome Harvesting approach and integrated it in the monitoring system of the network. Currently she works as a consultant and shares her passion for OM and OH with organisations and institutions around the world. Goele supports organisations in using these approaches through training, coaching and conducting OH evaluations. She is co-facilitator of the OH learning community. **Goele is based in Belgium.**

**Cover photo credits.** Top: Monitoring adaptation of education with indigenous communities in Cambodia (Mariam Smith). Middle: Outcome Harvesting with street youths in Nairobi, Kenya (Jeph Mathias). Bottom: Using OM for a child-centred vision in Ottawa, Canada (Heidi Schaeffer).