An Integrated Approach to Results Management in a Knowledge Organization - The Experience of the World Bank Institute

Integrating Outcome Mapping with WBI's Results Management

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Pilot - Customizing Outcome Mapping with WBI Teams

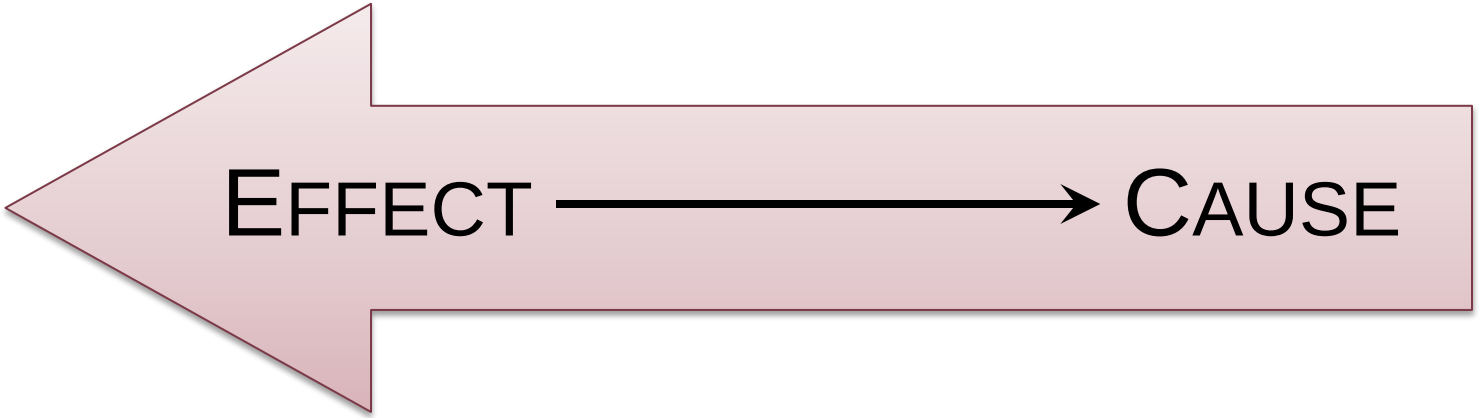
- Since 2012, piloting potential use to adaptively manage results
  - **During project design** as a tool to provide a learning framework for a project's results
  - **During project implementation** as a monitoring tool to gather information on changes influenced by a project to inform decisions on next steps
  - **At completion** to provide information on outcomes for knowledge management or evaluation
- More than 20 capacity development projects engaged; Initial focus on use of **outcome harvesting tool**

Underpinned by the Capacity Development and Results Framework

- Outcome Mapping applies a similar theory of change:
  - **Similar understanding of outcomes**, in terms of changes in social actors (or agents of change)
  - **Similar unpacking of change processes**, in terms of intermediate changes that lead to longer, more transformative changes, to facilitate more precise learning from results
  - **Similar emphasis on adaptive management**

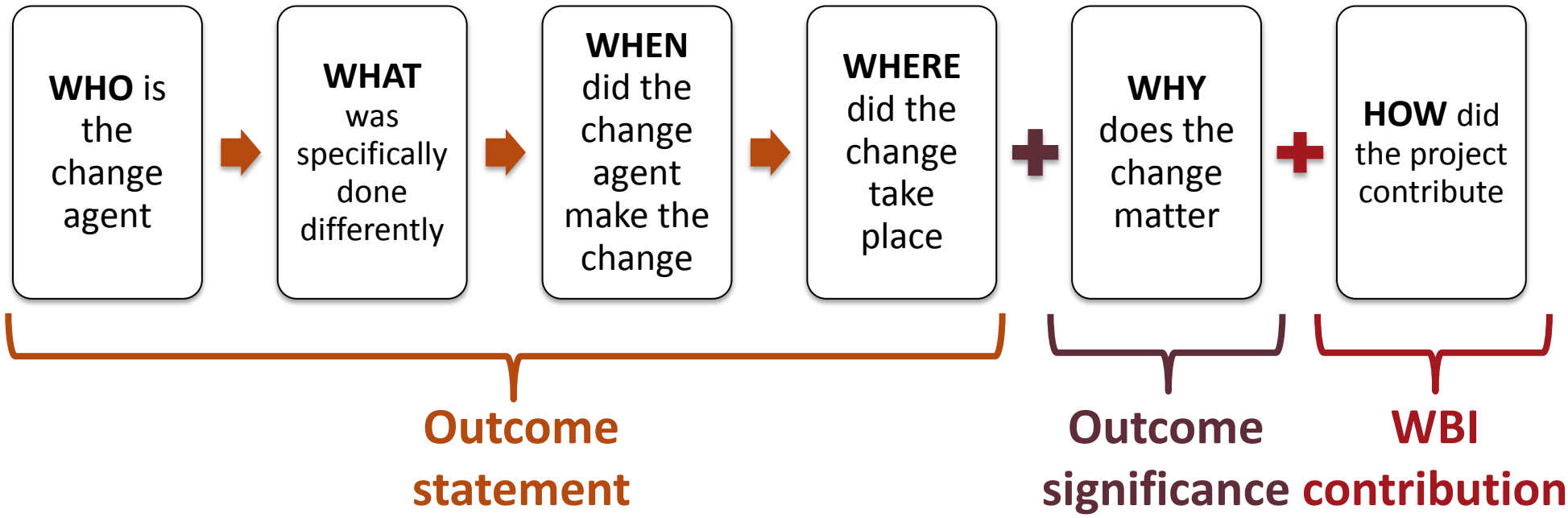
What is Outcome Harvesting?

An evaluation approach that collects evidence of what has been achieved and then works backward to determine how a program contributed

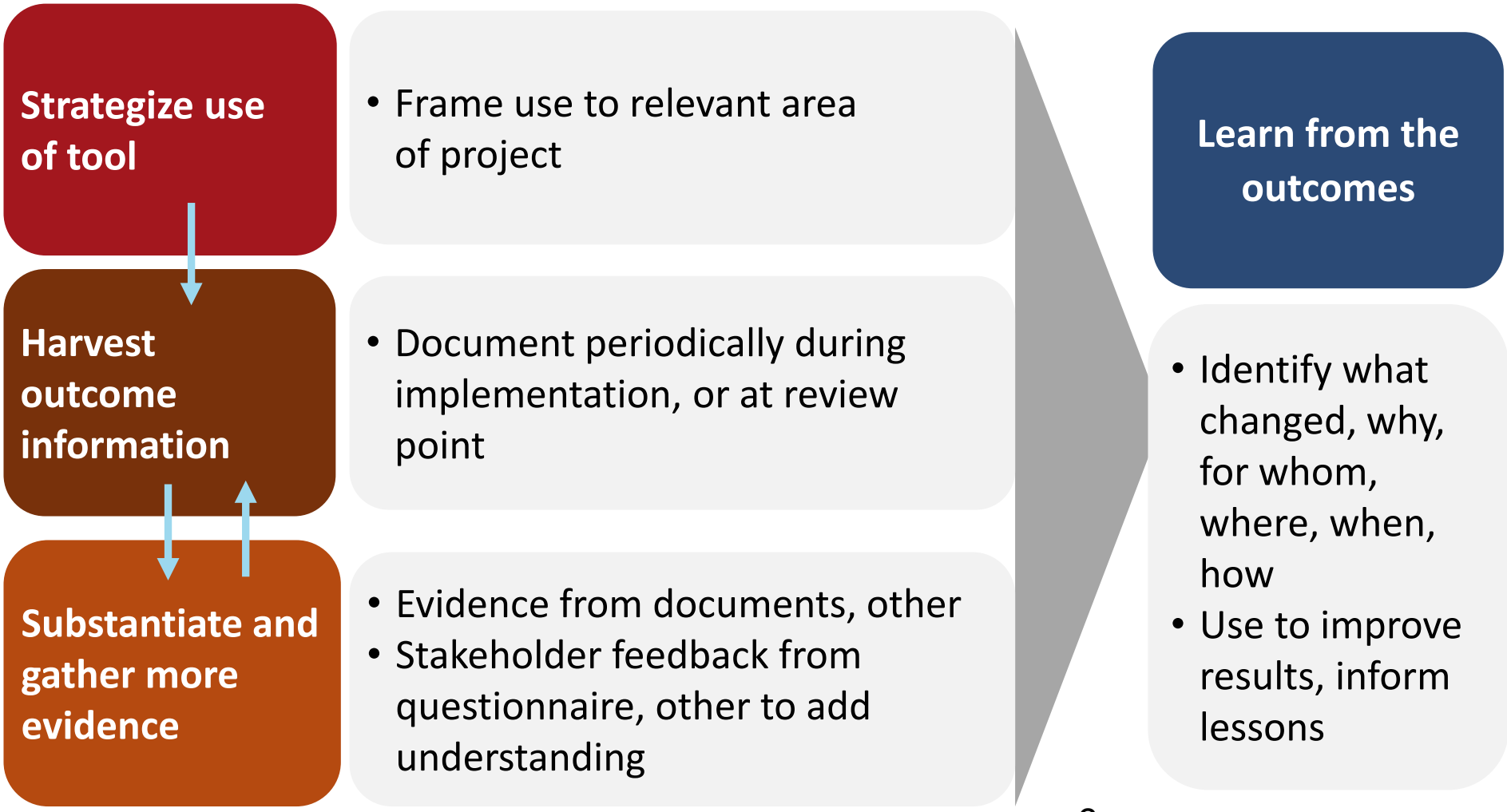


1. First the change in a social actor is identified
2. Then the specific contribution of the evaluated organization or network is determined

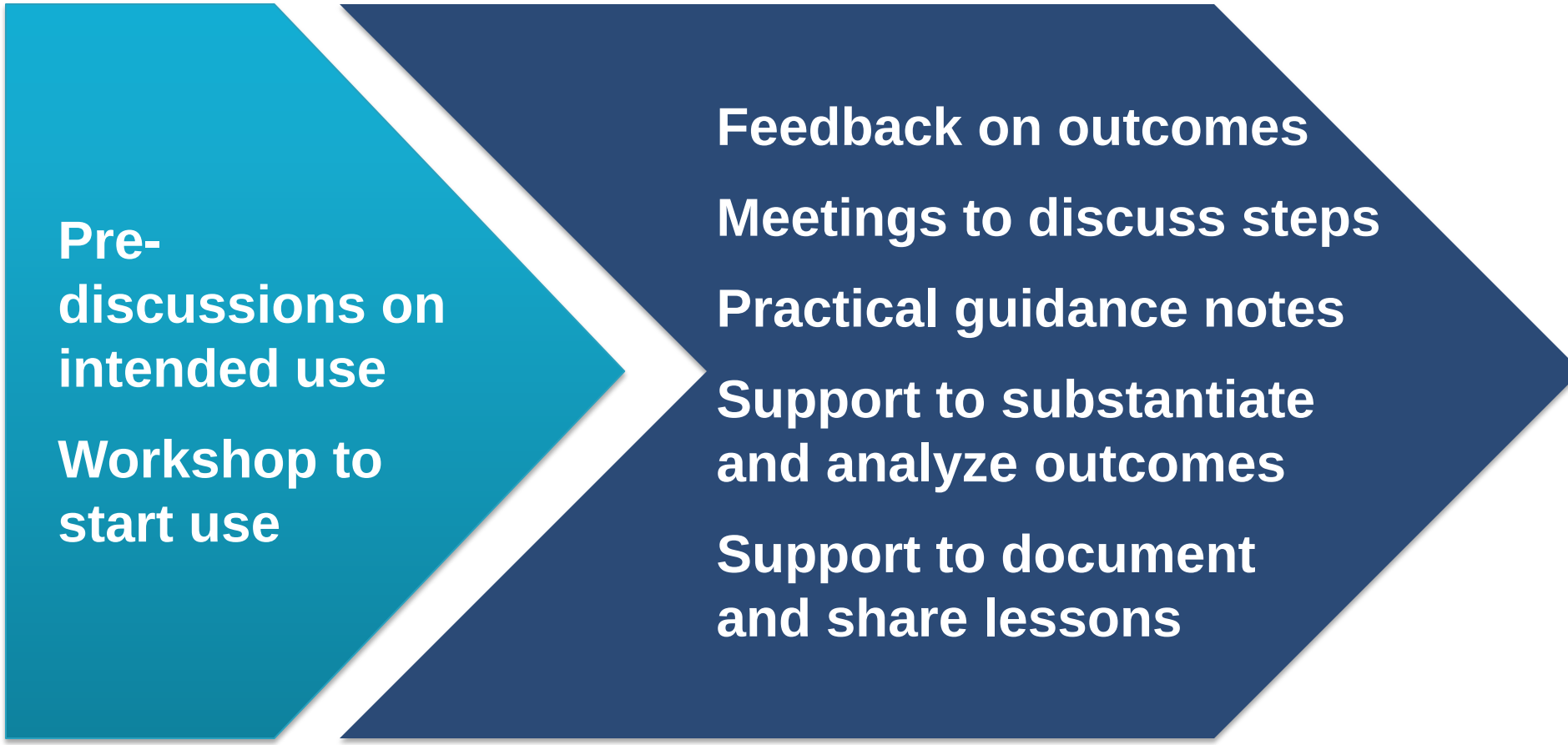
Gather Information on Outcomes Using Sources



Piloted Steps to Harvest Outcomes From a Project



Support for WBI Teams: Coaching for Outcome Harvesting

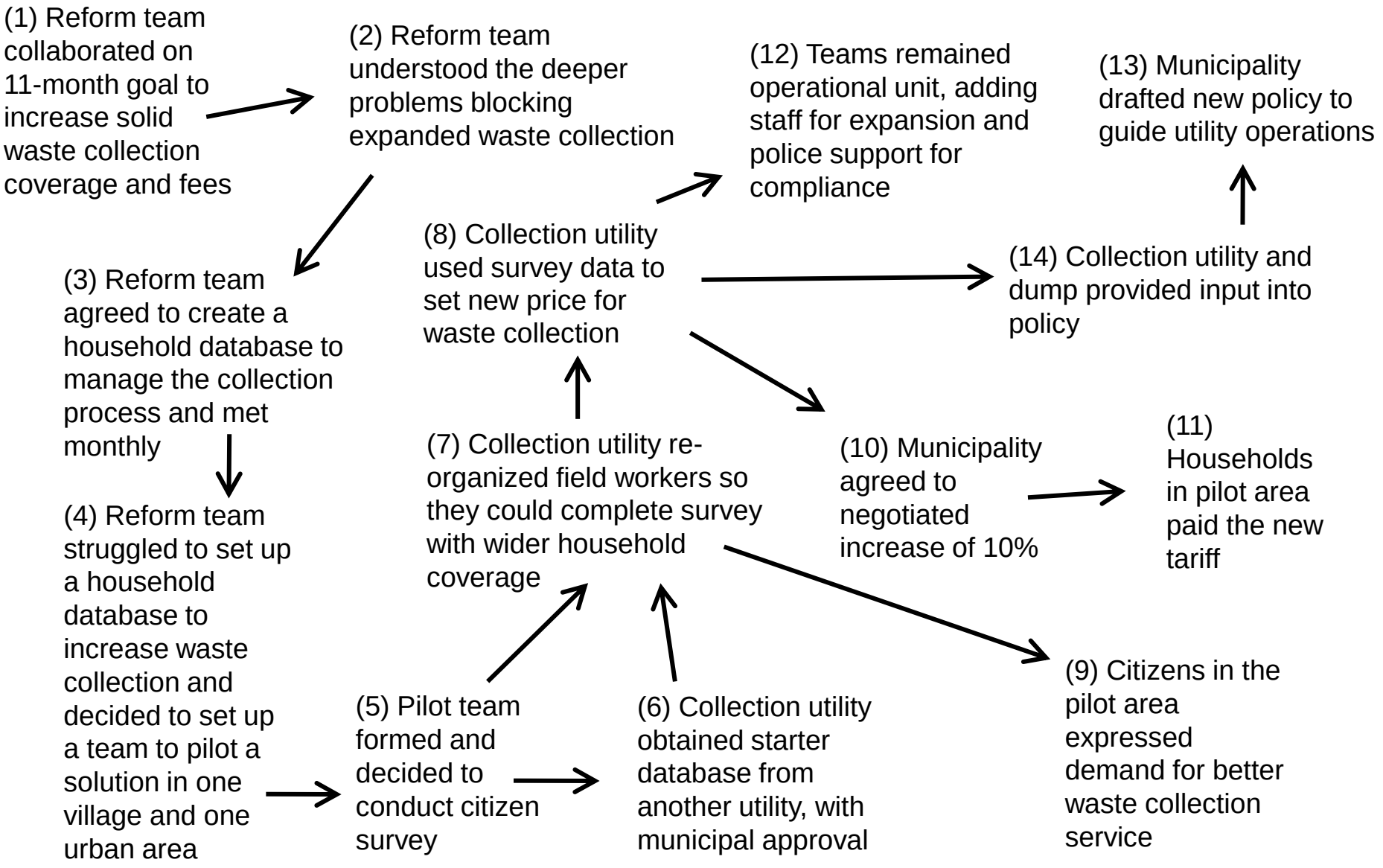


Case Example: Reforming Solid Waste Management in Bosnia

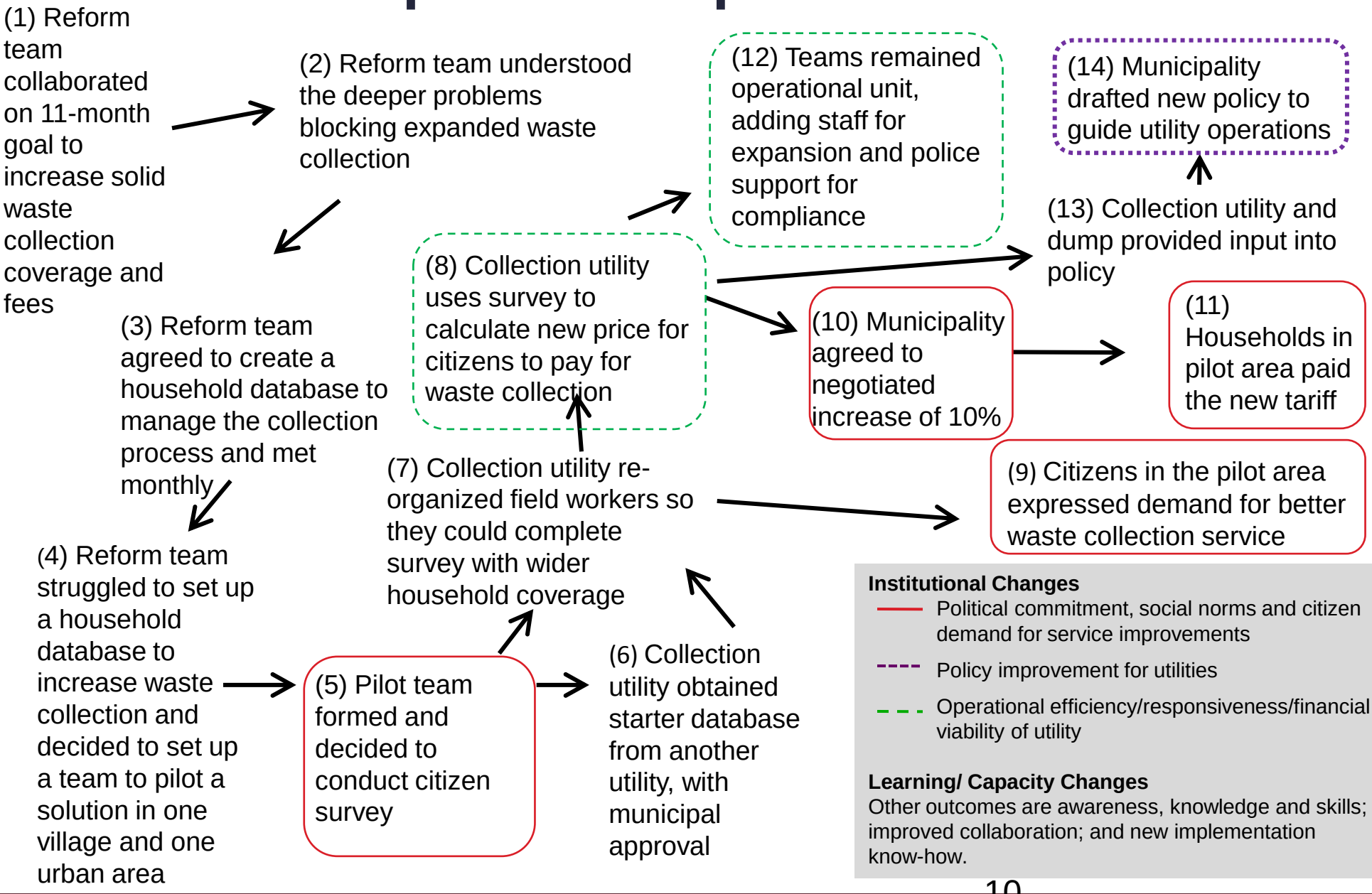
Outcome statement	Significance of outcome	Contribution of WBI to outcome
E.g., In October 2012, after receiving input from many local stakeholders, one municipality in Bosnia drafted a new policy to guide solid waste utility operations	The policy demonstrated a consensus built between the municipality and utilities to meet an 11-month goal set by local city stakeholders to improve solid waste management coverage and improve financial sustainability through gradually increased fees. The policy provided guidance that was necessary to regulate the utilities and improve services to citizens.	WBI provided Rapid Results Coaching support to facilitate the team to find solutions to achieve their goal. WBI encouraged the inclusion of a diverse set of stakeholders in the team structure to strengthen ownership of the solutions that the team identified.

A 2-3 year project might generate data on 30 or more outcomes

Mapping Outcomes to Unpack Change Process

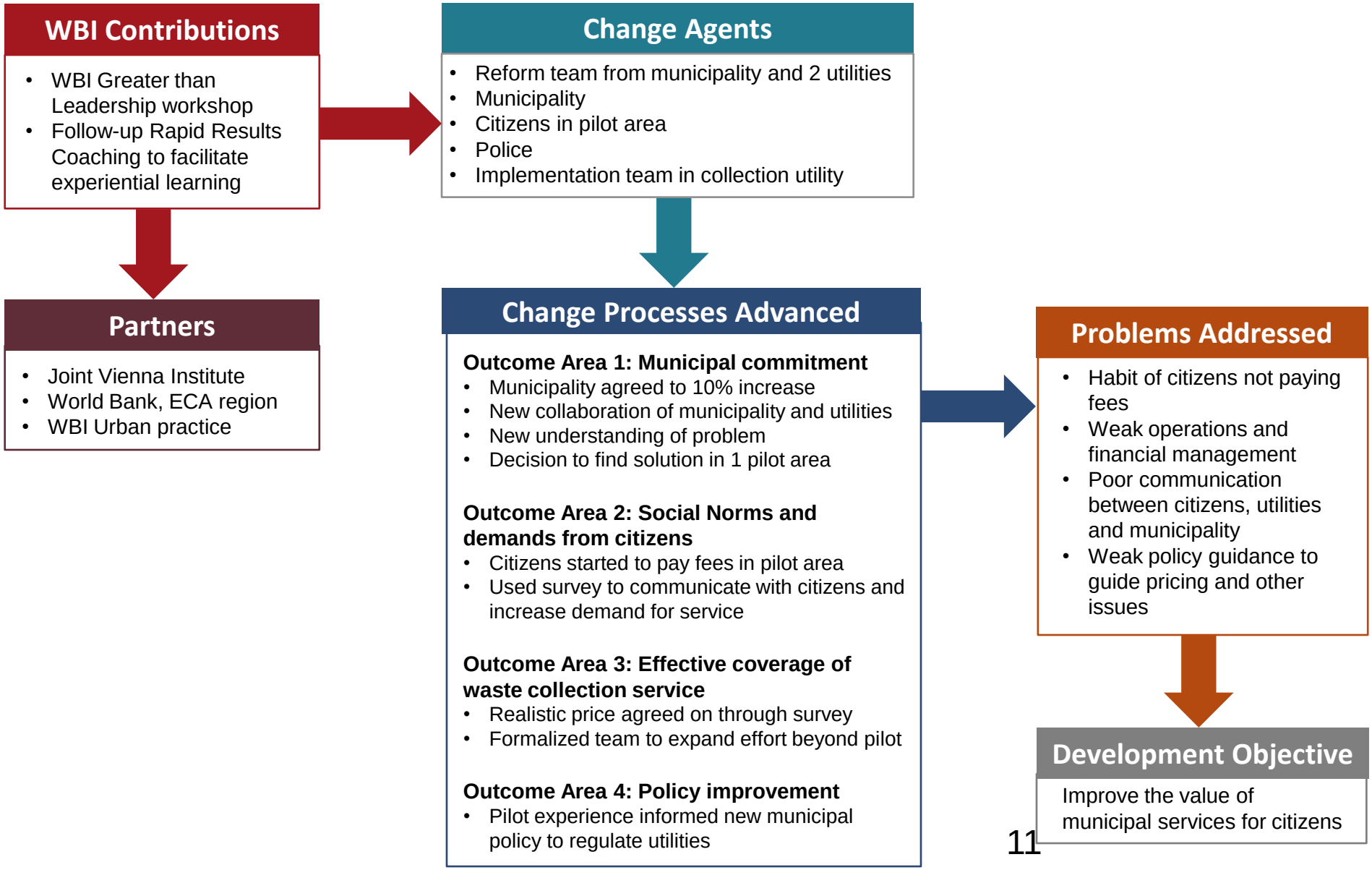


Example of Interpreted Outcomes



2011 2012

Assessing Outcomes to Understand Change Processes



Assessing Progress and Gaps in Monitoring Information

Objective	Outcome Statement	Indicators	Baseline Situation (2009)	Current Value (2012)	Target Value	Lessons
Improve solid waste coverage through collaborative leadership strategies	Citizens in the pilot area expressed demand for better waste collection service	• % of surveyed citizens in pilot area demanding service • % of households in pilot area paying new fee	• No survey in place to engage citizens • Current fee system does not cover utility costs	• 61% of surveyed citizens expressed demand for waste collection • 46% of households paying new fee	• 85% of surveyed citizens express demand for waste collection • 75% of households paying new fee	Using a survey to engage citizens changed social norm to pay tariff, increased demand for services and informed legitimate policy to guide utilities

Feedback from WBI Pilot Teams

Potential Benefits

- Communicate how a capacity building project is advancing toward impact
  - e.g., Access to Information case
- Good for projects that want to understand a complete change process, not just about planned outcomes
  - e.g., Burundi civil service reform case
- Tool to learn with partners to make adjustments as a project progresses
  - e.g., Constitutional mandates in health case
- The analysis of the outcomes provides a way to aggregate detailed qualitative information across projects to draw lessons on what works in what context and how

Challenges

- Documenting outcomes can be time consuming, if done at one time
- Requires the engagement of those with detailed knowledge on the project achievements
- Potential bias of overly positive outcomes (substantiation is important!)
- Requires expertise to interpret the outcomes

Looking Forward

- Staff learning and advisory services on outcome mapping (workshops, coaching, learning modules/toolkit)
- Further customizing the tools to support adaptive management of a project at different stages
- Exploring use of outcome information to strengthen knowledge management, e.g., by blending with other methods to deepen capture of tacit knowledge from projects for aggregate data analysis and learning

Case studies and video clips of experiences are available on the AEA eLibrary/ and Outcome Mapping Community of Practice