

Behaviour Changes as Development Results in NRM

An Introduction to Outcome Mapping

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**outcome
mapping**

Rethinking Results for Natural Resource Management

- **Community-based natural resource management.** How do we plan for, define and measure 'sustainable development'?
- **Time-bound projects.** If changes in state (i.e. # of hectares restored or reforested per hectare; yield of outputs from agrobiodiverse farming, etc.) are further downstream, what is the pathway that needs to be laid out as a foundation to sustain that change? Who needs to be involved?
- **Natural resource management,** especially community-based natural resource management, requires changes in the activities and interactions of those involved. These changes can be small, incremental and transformative and can frame a pathway.

journeying south...

Ecopar

Ecuadorian NGO - research, training and capacity building for natural resource conservation



The Ceja Andina Project

Restoration and sustainable use of agriculture and forest biodiversity in the ceja andina (cloud forest) region of the northern Ecuadorian Andes.

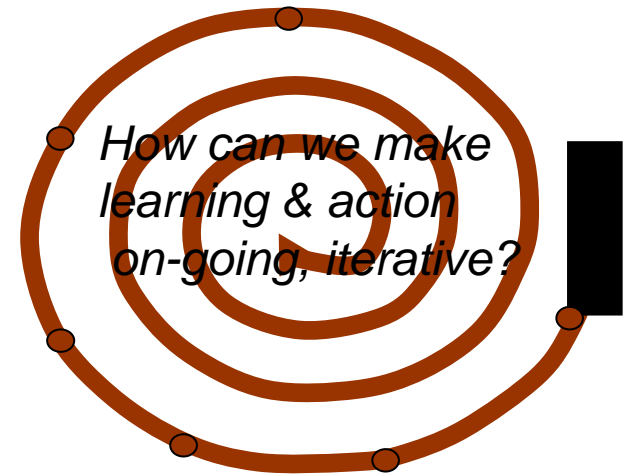
Research-oriented (including participatory research), social learning processes, policy development and strengthening of local government.



Planning, Monitoring & Evaluation in the Ceja Andina Project



How can we plan for and assess development results 'along the way' (pathway of change) And our contribution to these results?



How can we make learning & action on-going, iterative?

How can PM&E be a participatory process conducive to social learning and good decision-making?



What is outcome mapping?

- A methodology for planning and assessing the social effects & internal performance of projects, programs, & organizations

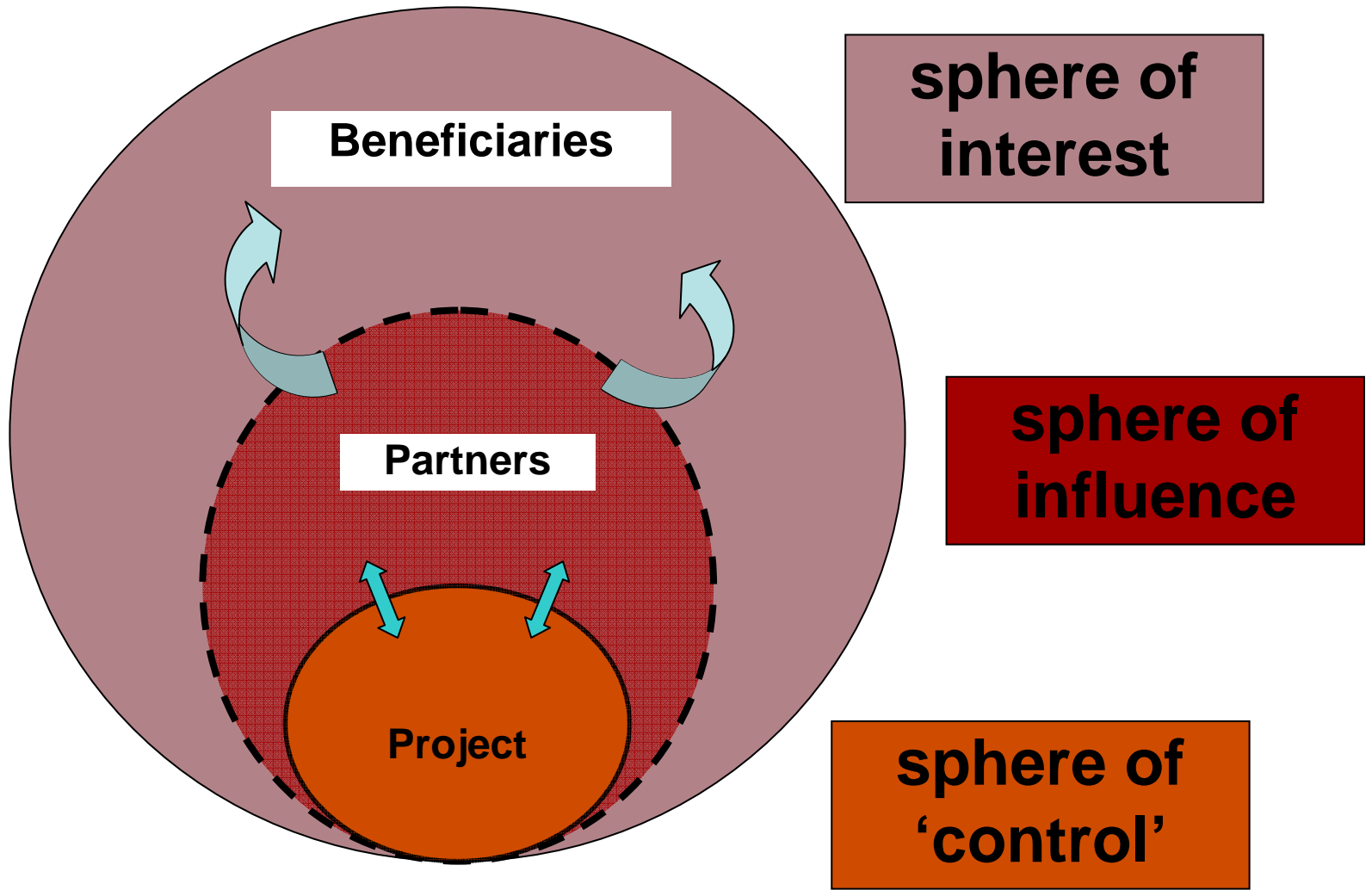


Looking at the bigger picture

- Seeing yourself as a part of a interconnected web of relationships and systems



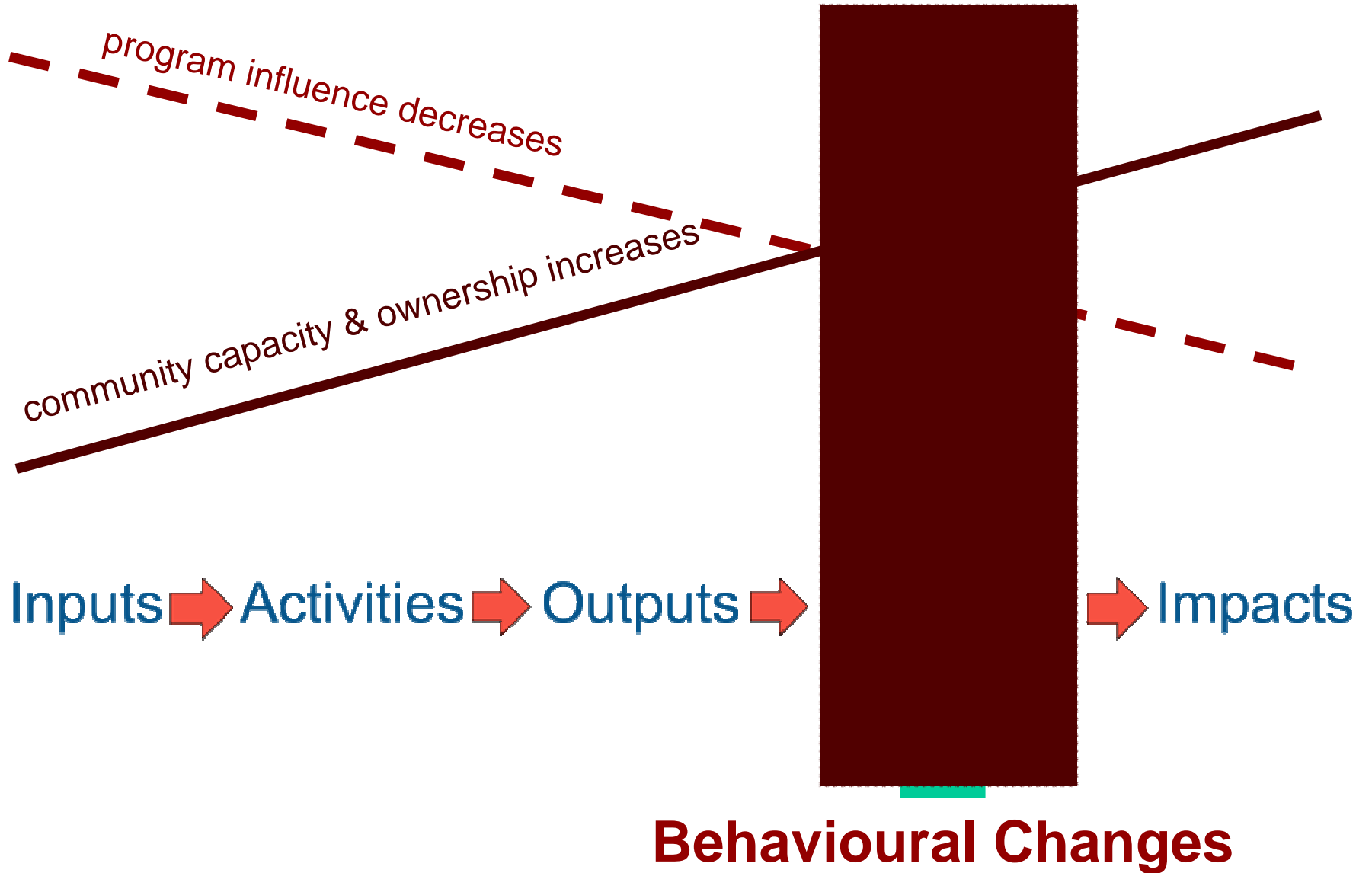
Identifying system boundaries



Recognizing that change is...

- Continuous
- Complex
- Non-linear
- Not controllable
- Multidirectional





Focus on direct partners

- Key concept is « boundary partners »
- The individuals, groups, and organizations you work with directly and anticipate opportunities for influence



Focus on behaviour change

- Changes in the behaviours, relationships, or actions of direct partners



why behaviour changes?

- Development is about **human behaviour**: how we treat each other and the environment
- OM emphasizes the **central role of people** in development processes
- OM recognizes the **limits of the project's influence**

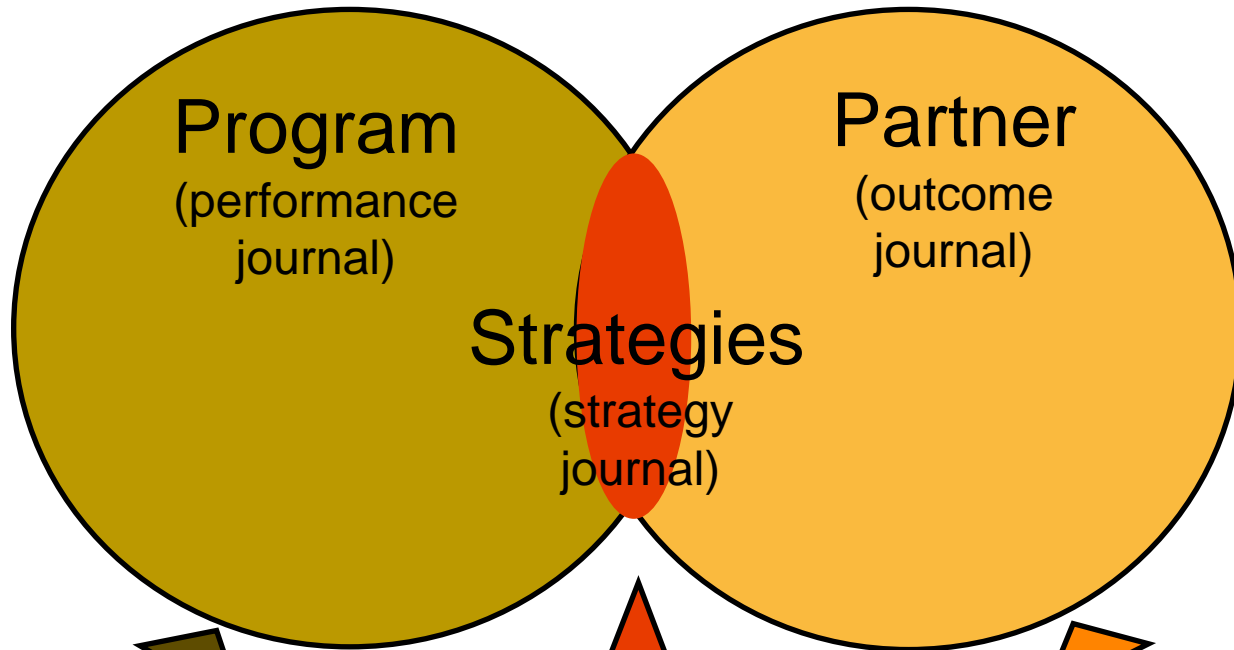


Principles of use

- ✓ **Flexible:** modular to be adapted to use & context
- ✓ **Complementary:** Use with other methodologies.
- ✓ **Participatory:** seeks dialogue and collaboration with partners
- ✓ **Evaluative thinking:** culture of reflection, results oriented thinking, and promotes social & organizational learning

planning and assessment in OM & beyond

Contextual Information



situational data

relevance & viability
(of the program)

outcomes
(behaviour changes in the partners)

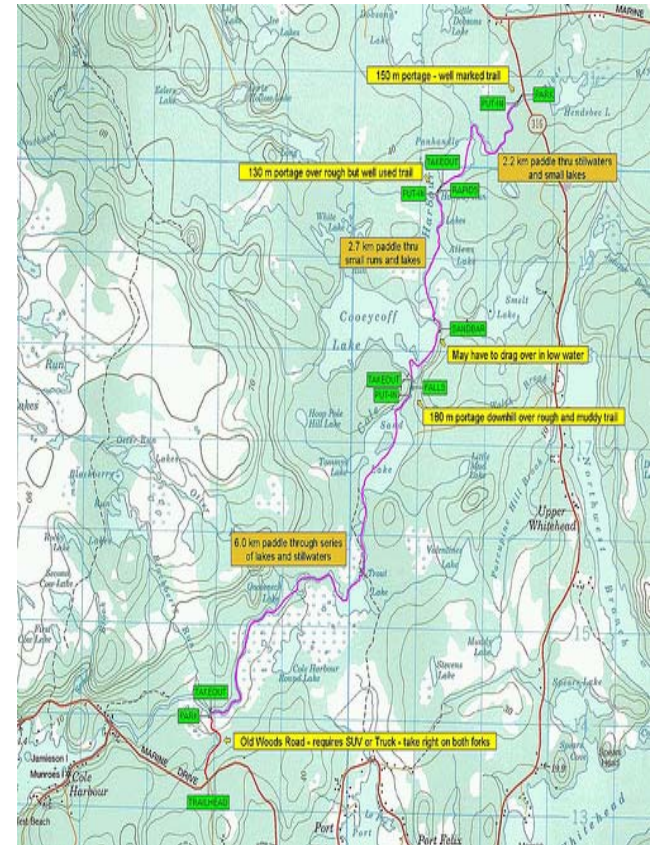
implementation
(interventions by the program)

Outcomes in Ceja Andina

- **Farmer groups.** Investigating agro-biodiverse agriculture as a source of income, protecting and restoring riparian areas, lobbying the government for tax cuts for restoration activities, advocating other farmers.
- **Environmental units of municipal governments.** Interacting with farmers to take on board their needs, developing environmental by-laws, investing in restoration activities, leading capacity building, lobbying national government.
- **Local environmental NGOs.** Leading capacity development processes, engaging in restoration activities, lobbying local government for environmental by-laws.

where is the map?

- ✓ OM is a guide to the journey we take with our partners. We co-create the map.
- ✓ It focuses on the intention and what happens along the way
- ✓ The map is not the territory, it shows the route taken

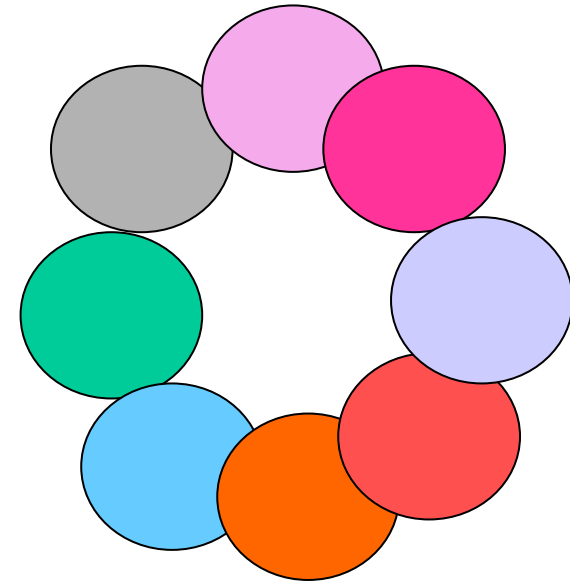
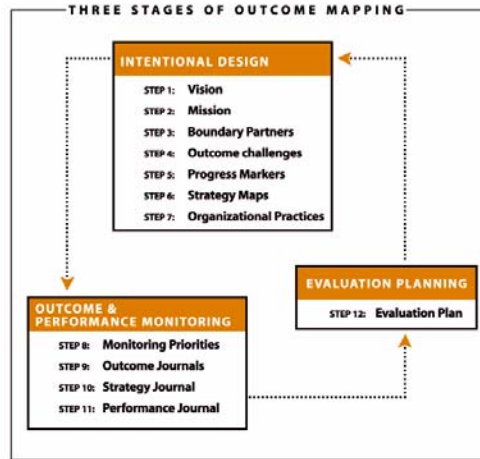
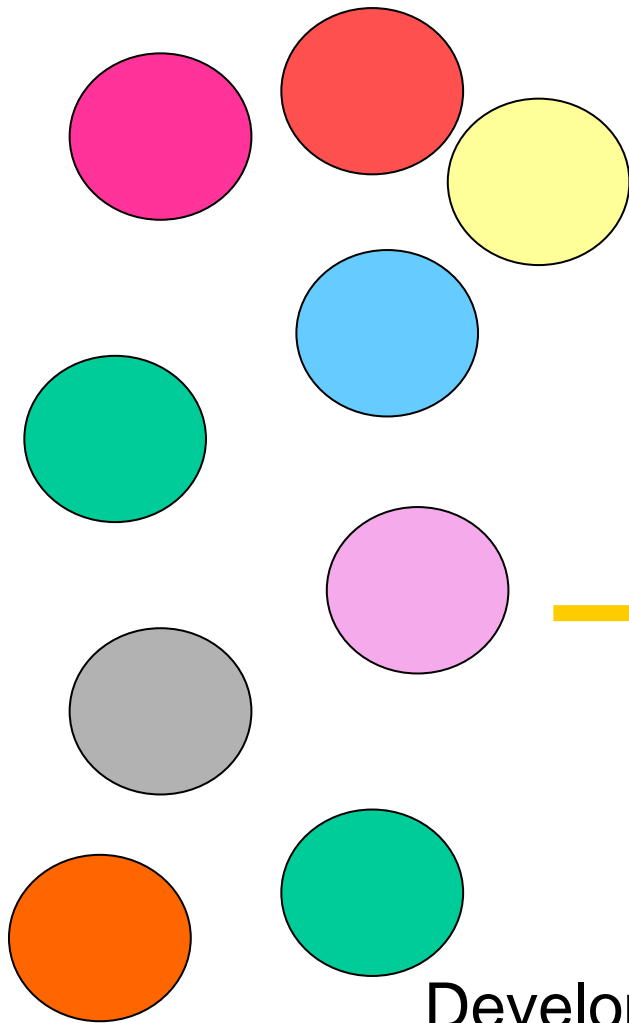


social learning in the NRM context

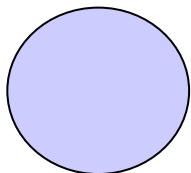
- Process of transforming multiple cognition to distributed or collective cognition.
- The process of transformation requires the opportunity to discuss, debate, negotiate, resolve conflict, develop common visions and priorities (consensus), collective decision making, and finally, engage in concerted and coherent action.

OM to enable social learning

- Helped us bring people together – created the space for it. Gave us tools to facilitate discussion, debate and consensus on the commitment to action; and the reflection of those actions.
- Was the base for constructing a common purpose and collaborative relationships.
- Allowed for learning to be more widespread and interactive.
- Inspired a culture of reflection.
- Created an endogenously born movement for NRM.



Developing shared definitions of NRM
Planning desired changes and actions coherently
Reflecting on those changes collectively
Consensus on learnings and adjustments



CARE Canada's CVCA Framework

- ✓ National government, local government, NGOs, community groups, households, individuals
- ✓ Climate resilient livelihoods, disaster risk reduction, local capacity development, addressing underlying causes of vulnerability
- ✓ Each entity has a role in community-based adaptation to climate change, and to improving resiliency. They need to construct relationships with each other



Thank You!

For more information:

www.idrc.ca/evaluation

www.outcomemapping.ca