



# Outcome Mapping Framework of Key Boundary Partners

Of the Resilient Food Systems Programme

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# Brief

**Outcome Mapping** was developed by the International Development Research Centre (IDRC) for planning, monitoring and evaluating development initiatives that aim to bring about sustainable social change.

The primary aim of this document was to provide an introduction to the **Outcome Mapping (OM) framework** and to explore its potential for the assessment of high-level outcomes associated with the **Resilient Food Systems Programme**.

Outcome Mapping is an adaptable, largely self-reflective, methodology designed for collecting data on immediate changes in the enabling environment and behavioural change along a potential impact pathway. Outcome mapping naturally builds on a project's 'Theory of Change' to explicitly and systematically identify the desired behaviour change required to enable more transformative change and, ultimately to deliver impact. Supporting behaviour change in individuals, groups or organisations associated with a project requires that the programme team itself can also change and adapt and Outcome Mapping can also be used to assess and develop the adaptive capacity of the programme.

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## Glossary of Key Terms

The definitions provided here were derived from Earl et al., 2001 unless stated otherwise.

### Outcomes

Changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom a programme works directly. Outcomes can be logically linked to a programme's activities, although they are not necessarily directly caused by them.

### Boundary Partners

Individuals, groups or organizations with which the program interacts directly and which the programme hopes to influence.

### Intentional Design

The planning stage, where a programme reaches consensus on the macro-level changes it wants to influence and the strategies to be used.

### Outcome Challenge

Description of the ideal changes the program intends to influence in the behaviour, relationships, activities and/or actions of a Boundary Partner.

### Progress Markers

A set of graduated indicators of changed behaviours of a Boundary Partner that focus on the depth or quality of the change.

### Policy Engagement

"A process of collaboration, directly and indirectly, with partner governments and other country-level stakeholders to influence policy priorities or the design, implementation and assessment of formal policies that shape the opportunities for inclusive and sustainable rural transformation" (IFAD, 2017).



# 1. Introduction

## 1.1 Primary aims of Outcome Mapping

Outcome Mapping (OM) is a methodology developed by the International Development Research Centre (IDRC). It was designed for planning, monitoring and evaluating development initiatives that aim to bring about sustainable social change and focuses primarily on change processes and outcomes rather than impacts (Earl *et al.*, 2001). Outcome Mapping was developed to capture observable changes in the behaviours, actions and relationships of specified Boundary Partners. Boundary Partners are individuals or organisations with whom a project either interacts directly with or which the project seeks to influence.

Outcome Mapping was designed as a flexible methodology that can be deployed at almost any point in a typical project cycle: at the start, during as well as beyond. The planning associated with OM ideally helps to define the extent of the project's influence, both deliberate and unintended, and to adaptively manage variations in strategies to bring about desired outcomes. This promotes strategies that are appropriate to the context and recognizes the potential contributions of other actors in achieving impacts. Outcome Mapping focusses in on the behaviour change required to achieve project goals and provides a framework for assessing how far along a behaviour change pathway different actors, or Boundary Partners, are. If, and when, outcomes are achieved it can also assess the contribution of different Boundary Partners to achieving specified outcomes, either as a direct result of project actions or independently of the project.

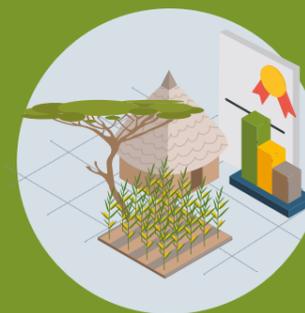
The methodology can interact directly with a project's Theories of Change but the emphasis is on monitoring and reporting changes in the actions of the actors rather than other actions taken by the project. The framework provides a means to collect data on project-initiated behaviour change that contribute to broader transformative change. Given the focus of the Resilient Food Systems (RFS) programme (also known as GEF-IAP-FS) and, in particular, the development of knowledge platforms in almost all of the RFS projects, Outcome Mapping provides a mechanism to capture how project curated 'knowledge streams' contribute to direct and indirect policy engagement (Earl *et al.* 2001; IFAD, 2016).

Outcome Mapping is especially useful in projects where success depends on behavioural or social change. Outcome Mapping depends largely on self-assessment data generated systematically by the programme team and, ideally, with close participation of the Boundary Partners. The methodology also allows users to capture unintended changes in behaviour of actors external to the programme, while the programme is running. They can also be used in a retrospective evaluation, to re-construct a process of change to bring up intended and unintended (positive and negative) outcomes. It will work in tandem with other indicators gathered during a project's lifetime. Data gathered on behaviour change should complement data on potentially more biophysically based parameters such as area under improved management and land cover change.

## 1.2 Outcome Mapping and the Resilient Food Systems Programme

**Resilient Food Systems** consists of twelve country-level projects and a cross cutting regional project. All country level programmes are built up around three principal components:

### COMPONENT 1



#### Engaging Stakeholders

Engaging stakeholders across the public and private sectors, and across the environmental and agricultural interests to generate awareness of the importance of and demand for Integrated Natural Resources Management strategies (INRM).

### COMPONENT 2



#### Upscaling of Integrated Approaches

Scaling up, diversifying and adapting proven practices which both enhance ecosystem health and improve productivity.

### COMPONENT 3



#### Monitoring & Assessment

Developing and applying methods and tools to track impacts of project activities and general trends in terms of ecosystem and socio-economic resilience and feed these findings into decision making fora via the first component.

Whilst all of these components have elements of behaviour change associated with them, and thus Outcome Mapping could be used for elements of all three components, it is most clearly useful for

Component 3. Outcome Mapping is a tool that captures behaviour change that contributes to achieving desired outcomes – and its outputs can be used to directly inform decision making.

## 1.3 Current utilisation of Outcome Mapping by RFS Country projects

Prior to the 3rd RFS annual workshop, held in Bolgatanga, Ghana, in March 2019, it was unclear if any of the project teams had deployed Outcome Mapping. An initial step was to assess how familiar, if at all, project teams were with Outcome Mapping as a concept. It was also quite possible that, independent of the methodology, project teams were already systematically capturing behaviour change.

Broadly if behaviour change was being recorded, we would expect project teams to have information (and ideally data) on the following elements:

- 1.** An assessment of how far each specified individual, groups or organisations associated with a given project (and whose behaviour change would be important for achieving specified project goals) had progressed towards achieving a specified outcome (for example an output associated with the Theory of Change). This would ideally include:

  - Which changes had been made by the stakeholder, if any.
  - Whether these changes had been positive or negative in relation to achieving project goals.
  - Whether these changes were predictable or unexpected (i.e. had changes been discussed prior to be actioned?).
- 2.** An assessment of the extent to which project outcomes were being assessed. This would include answers to the following questions:

  - Had stakeholder analysis been conducted at an appropriate depth to identify groups of individuals around which desired behaviour change could be clustered (i.e. they were homogenous enough to have the same desirable behaviour change associated with them)?
  - Were systematic structures in place engaging and recording behaviour change with all stakeholder groups?
  - Were these working effectively? Were there stakeholder groups that were not being reached effectively?
- 3.** A description of how outputs from assessing behaviour change were being integrated into programme development (i.e. adaptive capacity). This would include answers to the following questions:

  - Were project teams able to have effective influence of critically important Boundary Partners' contribution to the broader development goals?
  - Were they able to identify and respond to areas of positive and negative behaviour change and reprioritise activity in light of this?

## 2. Outcome Mapping Methods

The original framework for Outcome Mapping consists of three phases (Earl et al., 2001):

1. Intentional design
2. Outcome and Performance Monitoring
3. Evaluation Planning

These are further broken down into a series of steps (see Figure 1 below). Outcome Mapping is an inherently participatory process and each step can, and ideally should, be developed with the Boundary Partners where that is feasible.

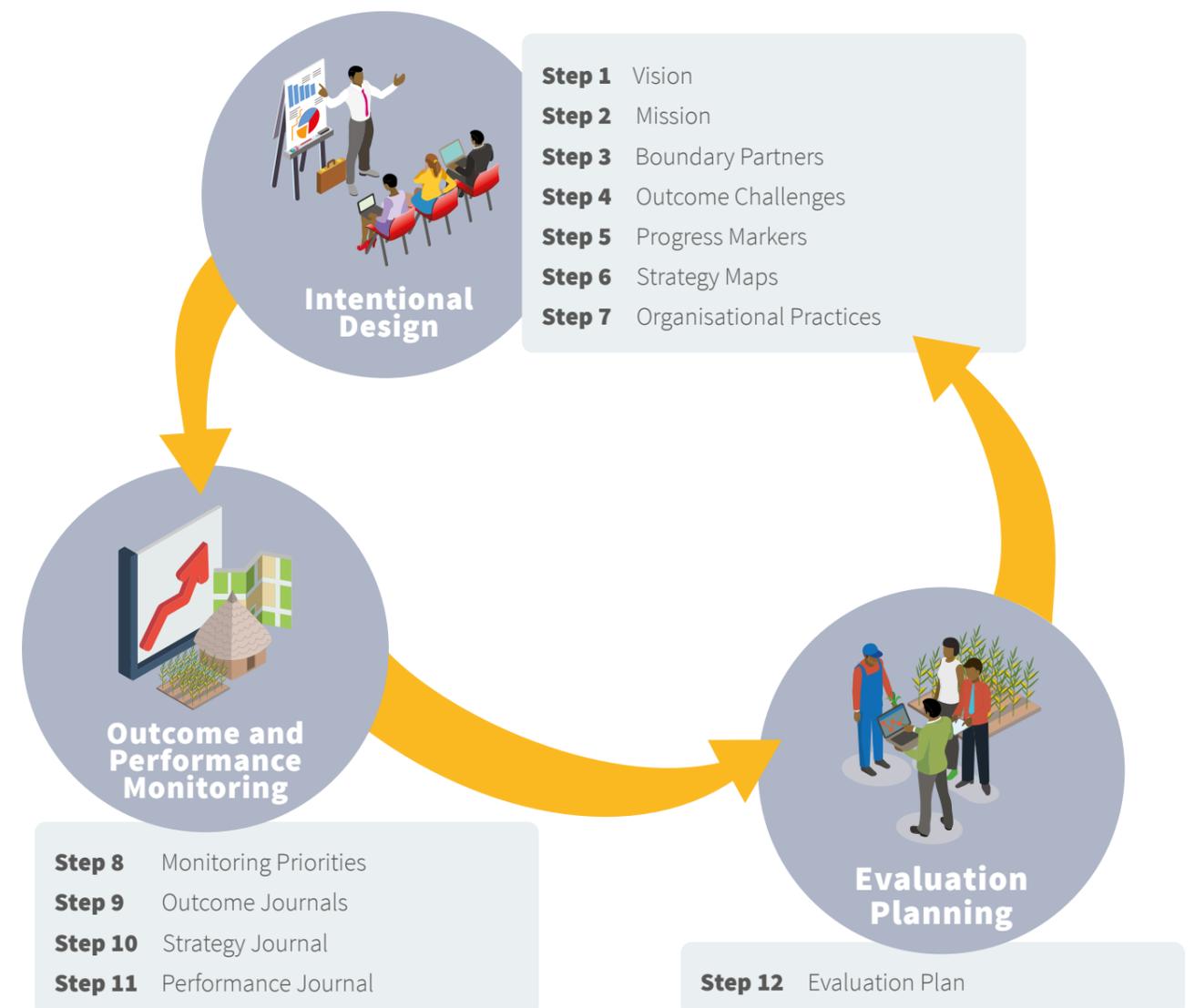


Figure 1: Outcome Mapping (Earl et al., 2001).



## 2.1 Intentional Design

The Intentional Design stage is based on seven steps which are normally developed in a sequential order. The aim is to reach consensus on macro-level changes in the actions of the actors the project would like to support. It has a number of suggested steps listed which are detailed below:

# 1

The **Vision** describes the large-scale development changes that project hopes to encourage. This is currently captured in the project Theories of Change and the stated high-level objectives.

# 2

The **Mission** spells out how each project will contribute to the vision and identifies the primary points of engagement. Again, this is partially integrated into the existing Theories of Change. Given the focus on (adaptive) behaviour change there may be a need to look at how this is currently captured (and the degree to which Boundary Partners were involved in the development of the Mission statement)

# 3

The **Boundary Partners** are those individuals, groups, or organisations with whom the programme interacts directly and with whom it anticipates opportunities for influence. The choice of Boundary Partner describes the programme's theory in terms of who is important, who can influence change but also with whom the programme has the opportunity to work with and/or influence (this is where the term boundary comes from, the boundary of the programme's sphere of influence). The Bolgatanga workshop offered an opportunity to re-examine these partners.

# 4

An **Outcome Challenge** is a narrative description of the changes that are needed for the Boundary Partner to most effectively contribute to the vision. This often includes new roles, responsibilities, skills, relationships, actions and activities. Usually this is expressed as the ideal behavioural change for each type of Boundary Partner within the context of the project (that enable meeting the vision). This is currently not captured in the Theories of Change.

# 5

**Progress Markers** are a set of statements describing a gradual progression of changed behaviour in the Boundary Partner leading to the ideal Outcome Challenge. They are a core element in OM and the strength rests in their utility as a set of desired changes which indicate progression towards the ideal outcome challenge and articulate the complexity of the change process. They represent the information which can be gathered in order to monitor partner achievements.

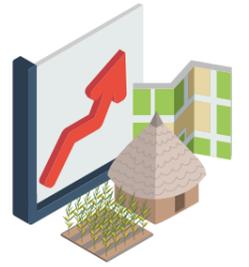
**Progress Markers** are central in the monitoring process and can be adjusted during the implementation process, can include unintended results. They do not describe a change in state and do not contain percentages or deadlines. Progress Markers identify actions and interrelationships that will continue beyond the life and influence of the intervention - the patterns of behaviour and adaptation that will continue without further support from the time bound intervention.

# 6

**Strategy maps** are a mix of different types of strategies used by the implementing team to contribute to and support the achievement of the desired changes at the level of the Boundary Partners. OM encourages the programme to identify strategies which are aimed directly at the Boundary Partner and those aimed at the environment in which the Boundary Partner operates.

# 7

**Organisational Practices** explain how the project teams are going to operate and organise itself to fulfil its mission. It is based on the idea that supporting change in Boundary Partners requires that the programme team itself is able to change and adapt as well, i.e. not only by being efficient and effective (operational capacities) but also by being relevant (adaptive capacities).



## 2.2 Outcome and Performance Monitoring

Provides a framework for monitoring actions and Boundary Partners' progress towards outcomes/ goals. The performance monitoring framework should build on the **Progress Markers, strategy maps** and **organisational practices** developed in the intentional design stage.

# 8

**Monitoring priorities** provides a process for establishing the areas of the project to be monitored.

# 9

**Outcome journals** are a tool for collecting data about the Progress Markers over time.

# 10

**Strategy journals** are a tool for collecting data about the activities of a project.

# 11

**Performance journals** are for collecting data about organisational practices.



## 2.3 Evaluation Planning

Set priorities so they can target evaluation resources and activities where they will be most useful. This phase only contains one step:

# 12

**Evaluation plan**, which provides the key output. However, this final iterative step feeds back into the intentional design phase again.

## 3. Potential Issues

### 3.1 Integration of Outcome Mapping into project design

Outcome Mapping is a flexible methodology that can be implemented at almost any point within the project cycle – although ideally it would be implemented earlier rather than later. When Outcome Mapping is being introduced later in the programme cycle there is potentially some implications for the ‘Intentional design’ phase. However, in most projects, project documents suggest that key stakeholders have already been identified (to a greater or lesser extent – this varies between projects and can be an area of uncertainty).

Evaluation of the project structures (see Pagella, 2017) identified some areas where indicators were clearly lacking (in particular in relation to the effectiveness of learning associated with the knowledge platforms). Outcome Mapping provides the platform for addressing this gap. The degree to which the effective reach of projects have been identified is currently unclear. There is clear variation, for example, between the specificity of policy stakeholders engaged with each project. Some projects provide detailed documentation whereas other projects were less comprehensive. In most cases there was no analysis of the project legitimacy to these different policy bodies nor any assessment with regard to their likely uptake of project learning. It is likely that we will need to reassess the current reach of each project.

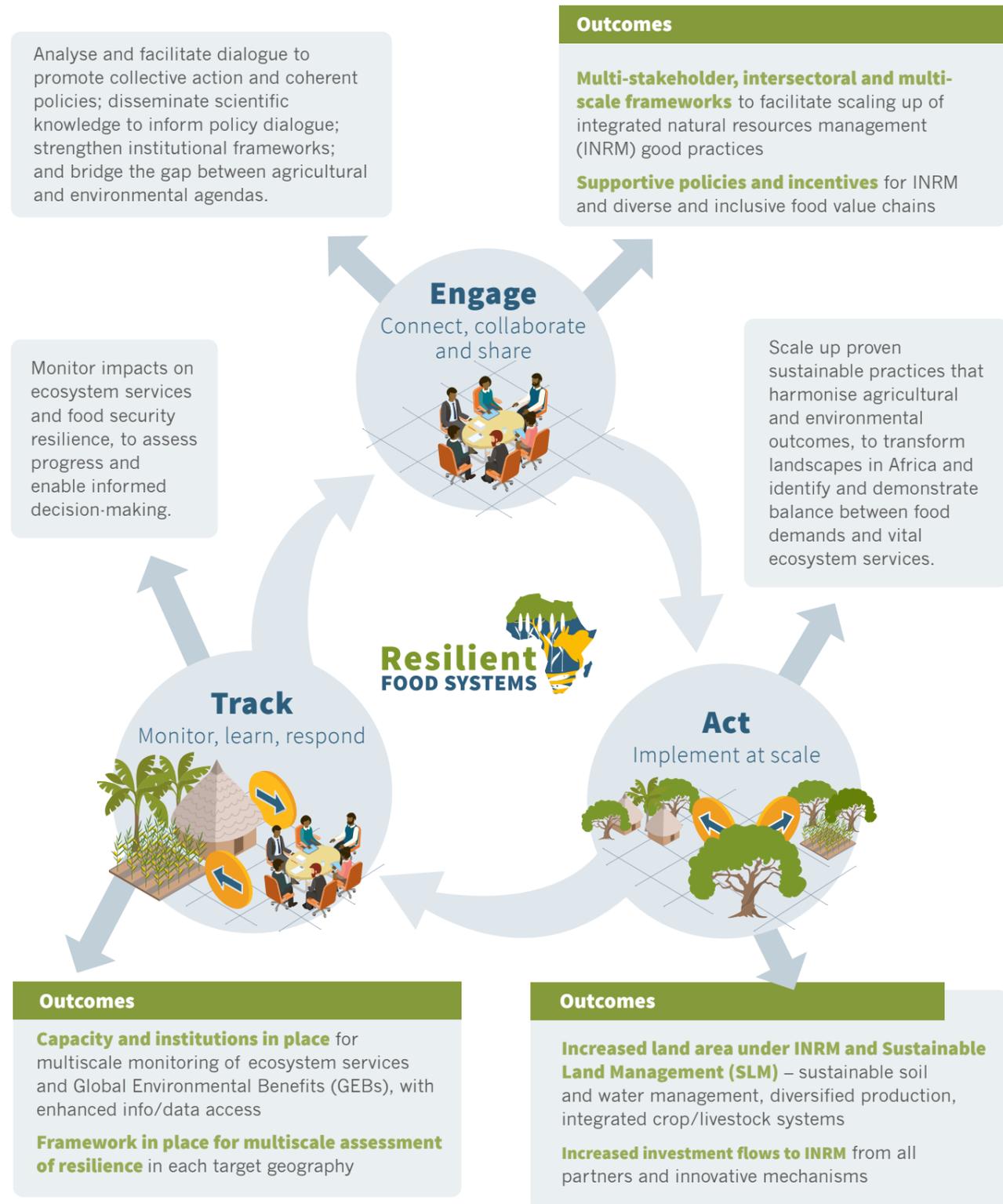
Earlier work identified limitations to Theories of Change provided by some projects – particularly in relation to work associated with the knowledge platforms. Outcome Mapping offers an opportunity to rectify this and should therefore be considered as an essential method to ensure project success. Stakeholder analysis is patchy across the projects. Some projects provide very clear information of which actors’ behaviour they were seeking to influence (i.e Ethiopia) but this is still limited in some key areas, particularly in relation to knowledge platforms.



## 3.2 Theories of Change

The current Theories of Change should, in theory, make explicit project assumptions about how the project will achieve an impact, and define “impact pathways” that describe which individuals and organizations may behave differently as a result of

the project activities. There is likely to be variation in the extent that the current theories of change explicitly capture desired behaviour change. Outcome Mapping can be a useful tool to refine the ToCs (Hearn, 2015; IFAD, 2016).



## 3.3 Progress Markers

Progress Markers are a set of graduated indicators of changed behaviours of a Boundary Partner that focus on the depth or quality of the change. It is currently unlikely that project teams will already have identified explicit Progress Markers for all of their Boundary Partners. Ideally, Progress Markers are formulated together with the Boundary Partners as a mutually agreed vision. Not only are differences

in perspectives (and therefore differences in expectations, options and scenarios) sooner identified and can thus be tackled, consensus in Progress Partners also brings about a sense of ownership and responsibility for all partners involved. This increases chances of success beyond the project cycle (Deprez, 2014; Earl et al., 2001).

## 3.4 Boundary Partners

The workshop offered an opportunity to reflect on the key stakeholders that the projects wish to both engage with directly and to influence. There is currently some variation between the different projects in how systematically this has been captured in the project documents.

We suggest that the projects are largely focused of influencing the behaviour of between 2-4 principal groups of actors. Preliminary Outcome Mapping for the RFS country projects (see Appendix 1) suggested that Boundary Partners fall into two categories as described below:

### A. Regional and national policy and decision makers

This group contains central national level policy and decision makers and regional policy makers linked to regional fora, such as AU, RECs, etc.

### B. Local decision makers and smallholder farmers

At local level, e.g. province/state and district level there are public decision makers such as province/state governments, and local private decision makers such as farmers and local entrepreneurs. These are the change agents the RFS is trying to reach out to.

We suggest that Boundary Partner group B should be further broken down into local governance organisations (province/state and district level) which should be distinct from local farmers (i.e. these should have their own category). We feel this is important as the mode of engagement is likely to be very different for each of these groups (as are the project mechanisms to influence Boundary Partner behaviour i.e. the **Progress**

**Markers – see above**). There is also another set of Boundary Partners who are not mentioned here: NGOs and Universities. This group contains potential ‘influencers’ who can accelerate uptake of lessons learned. Thus we propose that we allocate project stakeholders into four broad categories of Boundary Partner initially. These can be collapsed later if required (see Table 1).



### Regional and national policy and decision makers

This group contains central national level policy and decision makers and regional policy makers linked to regional fora, such as AU and RECs.



### Local Governance organisations

This group contains local policy actors, e.g. decision making at province/state or district level or Village Chiefs.



### Smallholder farmers

Local private decision makers such as farmers and local entrepreneurs.



### Non-Government Organisations and Universities (where applicable)

This group contains potential ‘influencers’ who can accelerate uptake of lessons learned.

Table 1 List of Proposed Boundary Partner groups.

### 3.4.1 Project engagement with Policy Development

Influencing policy behaviour is a high-level output for all projects. In order to assess the outcomes associated with project policy engagement goals there is a need to document interactions with, and changes in behaviour of, Boundary Partners in Groups A and B. Ideally there should be documentation of behaviour prior to intervention, and then records of interactions both during and after the project. This is a requirement for data on policy activity. The aim is to have a robust assessment of whether or not, and the extent to which, each projects’ activities have contributed to policy change.

In reality, activity in this area is currently likely to be limited. Since historically most projects have been unable to systematically monitor and evaluate the impact of projects of policy development. Furthermore, there is a need to distinguish between local policy decisions and national policy decisions, as has now been proposed with the new boundary groups, and the degree to which these influence each other. Finally, thinking about assessments of the capacity for scaling up, forms a way of future thinking.



## 4. Outline of activities prior and during the Bolgatanga Workshop



### 4.1 Prior to workshop

The primary goal for this workshop was to introduce the major concepts associated with the Outcome Mapping methodology to the project teams and then use this as a basis to assess where every project (including the Hub) was in relation to the Intentional design phase of the outcome mapping methodology.

Why? Vision Statement Theory of Change	Who? Boundary Partners	What? Outcome Challenges Progress Markers	How? Strategy Maps Organisational practice
Both the country projects and the Hub have their own Theory of Change. These provide the Vision and the Mission	We need to know who the key stakeholders whose behavior we are seeking to influence/change	What components of behavior change are we interested in?	What is our capacity/ buy in/ planning for capturing behavior change. Is Outcome Mapping an appropriate tool for us to use?

Figure 2: Major questions covered in the intentional design phase of Outcome Mapping for the III GEF-IAP-FS workshop.

The Intentional design phase essentially breaks down into four major questions (see Figure 2). Since Outcome Mapping should interact strongly with a project’s Theory of Change (ToC), our assumption was that the questions relating to Why and How should be clear both in the project documentation and specifically in the Theory of Change (ToC) associated with the projects. Prior to the workshop participants were sent a version of the proposed framework and asked to bring revised

theories of change to the workshop. They were also asked to provide a list of Boundary Partners. We suggested allocation of project stakeholders to one of four Boundary Partner groups (see Chapter 3, Table 1). Within each of these broad groups we suggested that it would be useful to highlight even more specific Boundary Partners (Village Chiefs, Female farmers, etc) that have been targeted for intervention.



## 4.2 During the workshop

During the workshop participants were involved in three sessions where they provided project information (see Figure 3). Each of the country projects worked on their own documents only and there were three hub partner groups who also participated in the exercise (working at the Hub scale). Participants were asked to record

their information on proforma documents provided electronically before the session. Due to time restrictions the participants were asked to focus on two Boundary Partners only so they could learn how the first phase of the methodology works, and proceed later with other Boundary Partners in their own time.

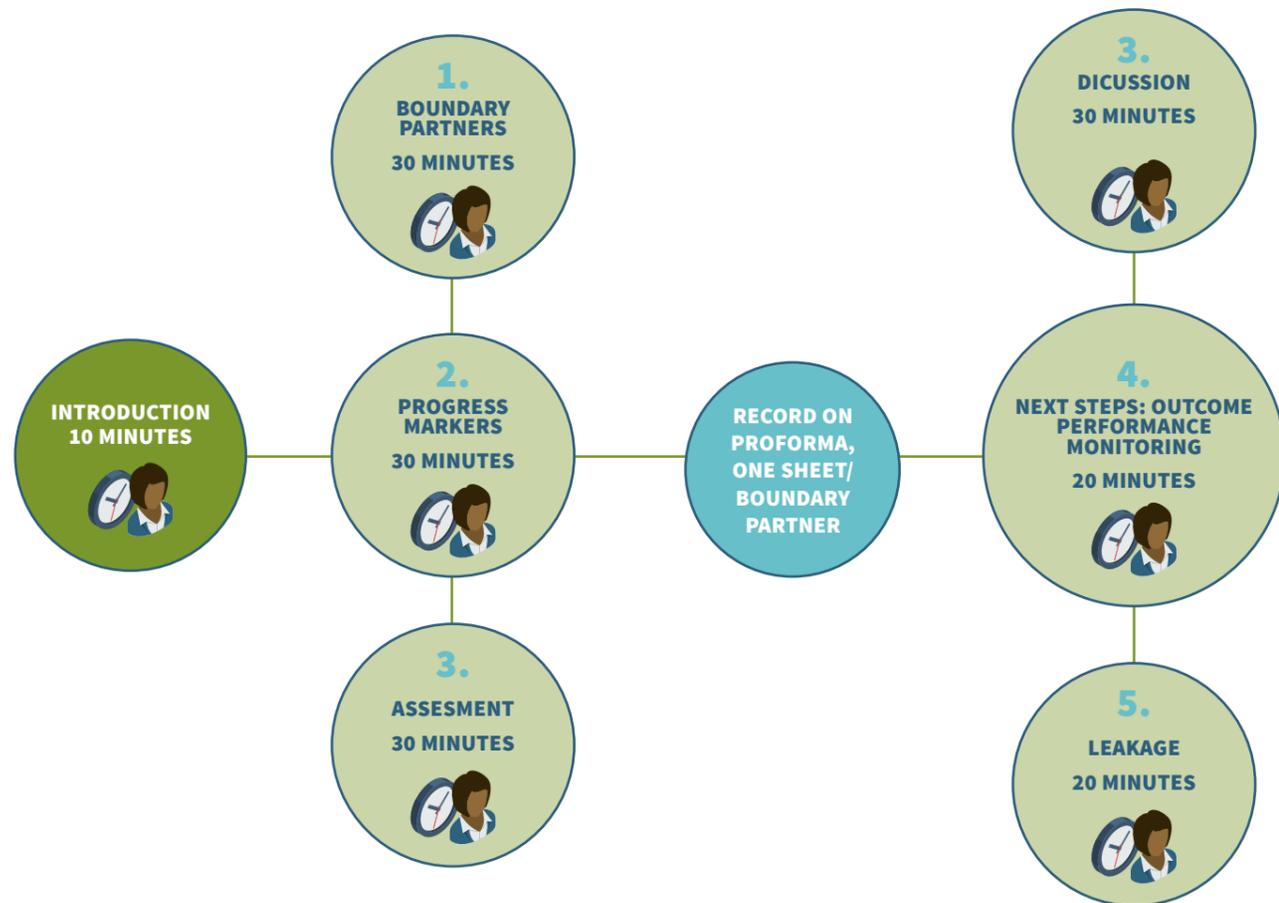


Figure 3 Overview of the workshop activities

### 4.2.1 Session 1: Defining our Boundary Partners

The aim of the first session was to outline the ‘reach’ of the project. This encourages the participants to think about the different actors involved in the project and their different roles. The participant can then differentiate between which actors are engaged directly with the project, which

actors are potentially likely to be ‘influenced’ by the project and to what degree are actors ‘ignored’ by the project. This process aims to identify the ideal behavioural change you want to see for each Boundary Partner to contribute to the ultimate goals (vision) of RFS programme.

- 1 **We asked participants to work on two Boundary Partners:**
  - The most important Boundary Partner from Group A or B; and
  - The most important Boundary Partner from Group C or D.
- 2 **For each of the two identified Boundary Partners:**
  - Please explain why behaviour change in this partner is important.
  - Can you briefly document the amount of interaction with this Boundary Partner to date? (How often?)
  - Give an approximation of the number of people interacted with (if more than one)? (How many?)
  - What are your plans for engagement with this partner beyond project completion?
  - Were they a ‘planned’ or ‘emergent’ Boundary Partner?
  - Can we detail Outcome challenges for each partner?
- 3 **Additionally, we asked participants to reflect:**
  - Is engagement with this group going to plan?
  - How is this Boundary Partners captured in project Theory of Change?

### 4.2.2 Session 2: Progress Markers

Next, Progress Markers were developed for each of the two identified Boundary Partners from session 1. This information is useful to monitor partner achievements and track behaviour change. Progress Markers identify actions and interrelationships that will continue beyond the life

and influence of the intervention – i.e. the patterns of behaviour and adaptation that will continue without further support. Importantly, they can be adjusted during the implementation process; and can include unintended results.

- 1 **For each of the earlier Boundary Partners, participants were asked to describe:**
  - What we would expect to see as a result of the project...
  - What we would like to see...
  - What we would love to see...

### 4.2.3 Session 3: Capturing Behaviour Change

Theories of Change should, in principle, make explicit project assumptions about how the project will achieve an impact, and define “impact pathways” that describe which individuals and organizations may behave differently as a result of the project activities. There is likely to be variation between the different project partners in the extent that the current theories of change explicitly capture desired behaviour change.

However, Outcome Mapping can be a useful tool to refine the ToCs at any stage. For example, during the workshop one participant mentioned they witnessed behaviour change among farmers. The next step is to capture this behaviour change systematically, so participants were asked to answer the following questions regarding the full range of Boundary Partners they are involved with:

- 1
  - To what extent is behaviour change being systematically monitored in your projects?
  - Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?
  - What is your current capacity to document this activity?
  - Are there barriers that exist that limit assessment of behaviour change?



## 5. Outcomes of Bolgatanga workshop and way forward



### 5.1 Session outcomes

Interest in Outcome Mapping among the programme partners was high, but different between country project partners and Hub partners. Where Country Partners had been contacted before, Hub Partners were only introduced to the method during the workshop. They had therefore missed the opportunity to think about their ToC and Boundary Partners before the meeting. Although Hub level engagement was only preliminary at this stage of the project, it was recognised that the different programme

components function as sub-projects to which the OM methodology can be applied. During the session Hub level partners grouped around the three Integrated Approach Programme's principle components, which indicated a valuable way of looking at hub partner programme level activity.

To date we have only received electronic responses from one Hub Partner component group and five Country Partners (See Appendix 2).

#### 5.1.1 Summary outcomes of sessions

##### Session 1 Boundary Partners

Participants were all able to identify at least one Boundary Partner from groups A/B and C/D. Most Boundary Partners were planned partners. With the projects currently at very different stages in their development cycle, there were clearly some projects that had engaged with large numbers of stakeholders already while others were still at the very beginning of the engagement process. The number of interactions with Boundary Partners was diverse, some have regular set meetings while others lacked documentation.

##### Session 2 Progress Markers

Progress Markers were identified by all participants (who submitted their forms), however to varying degrees of detail. Development of clear Progress Markers for each Boundary Partner and linking these to Project ToCs would potentially be a valuable way of iteratively developing the ToCs and addressing some of the scaling issues.

##### Session 3 Assessment

Assessment of capturing behaviour change was not filled in by all participants. In many cases it was clear the behaviour change was not being recorded systematically. Participants identified Outcome Mapping as a useful mechanism for achieving this during the session – but would likely need further support to do this.

#### 5.1.2 Additional comments made post-session / discussion

Initial feedback on the sessions was largely positive. Most participants found the session useful both Hub Partners as well as Country Partners. Many of the Hub Partners recognised the importance of clearly and transparently identifying Boundary Partners, both within as well as between components.

**During the reflection session some additional, important, points were made that indicate the impression the participants have of using this methodology:**

- “Transparency from Boundary Partners is important to track progress, so be wary of lies.”
- “OM gives a sense of ownership.”
- “It is important to have a baseline to compare these changes to.”
- “This tool will help us because it gives behaviour change.”
- “The most important stakeholder is the Minister.”
- “At first the tool didn't seem to add too much, as we thought we were already tracking change. However, doing some deeper thinking during the exercises the value of the methodology emerges and also the importance of dialogue with the Boundary Partners.”

### 5.2 Boundary Partner typologies

The four broad categories of Boundary Partners we proposed are not fixed and it became clear from the workshop that a more flexible and nuanced approach should be considered. Other categories could still be considered, such as Private sector involvement. Furthermore, some participants identified the Ministry as a Boundary Partner, whereas others were directly dealing with the Minister. These different levels of Boundary Partners mean that in identifying and describing the Boundary Partners we have to be as specific as possible; this is in particular the case when it comes to Gender (see next section).



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### 5.3 Outcome Mapping and Gender

On Day 1 of the workshop, Gender responsive measures were discussed. Outcome Mapping can be used to capture this aspect of behaviour change. At present most projects specify the number of farmers the projects plan to engage with (e.g. 10,000 farmers). A more nuanced approach, as discussed above in section 5.2, to Boundary Partners could be adopted here. Would we expect to see the same behaviour change for male and female farmers? Success is unlikely to look the same for both sets of Boundary Partners (as in most cases interests, priorities and needs are different). As a first step towards including gender in OM, we propose including this more specifically into the framework by asking questions such as:

- How many of these are likely to be woman?
- As we move through the project cycle - How many should be woman?

## 5.4 Suggested utilisation of Outcome Mapping for RFS projects at this point in the project cycle

At the start of the workshop it became clear that none of the project teams had deployed Outcome Mapping for any of the projects before. Since Outcome Mapping is flexible, it can be applied at the beginning, mid-project or even afterwards. It can be used as a monitoring approach throughout a project or programme, or as a framework for an evaluation, regardless if the project or programme previously used OM or not.

Based on evaluation of the workshop findings and existing country partner documents of PIRs, and keeping in mind the various stages the country projects are at, we propose the following steps which are essentially a continuation of the workshop activities:

**1** The first step should be to critically review the current **Theories of Change**. Whilst Theories of Change (ToC) are in place for most of the RFS projects it would be helpful to review these to assess the degree to which behaviour change is explicitly associated with achieving change. This may identify a need for more fine-grained theories of change that better capture the potential heterogeneity of certain Boundary Partners, but also could evaluate the potential that behaviour change goals could be achieved. Where barriers exist then alternate pathways can be developed by the project teams (both Country level as well as Hub level), in light of what they know about Outcome Mapping, in order to assess the suitability of their Theories of Change to document changes in **Boundary Partner** behaviour.

In particular we would be seeking to establish the extent to which the current project Theories of Change align with the Intentional Design phase of the Outcome Mapping Cycle. This would also include linking project ‘outcomes’ to specific groups (Boundary Partners), recognising that these will vary between the groups

**2** As a second step we should assess which specific **Boundary Partners** have been targeted by the project (and, if possible, the degree of refinement within that targeting) and document **Outcome Challenges** and **Progress Markers** for each and in mutual agreement with the Boundary Partner. This should include direct targeting and indirect ‘influence’. As part of this step we should ask programme partners to outline the ‘reach’ of the project (i.e. which actors are engaged directly with the project, which actors are potentially likely to be ‘influenced’ by the project and to what degree are actors ‘ignored’ by the project). It will be important to make sure that we capture data clearly in areas with particular sensitivity (i.e. gender, ethnicity, etc). Outcome Mapping seeks to understand changes in behaviour, relationships, activities, or actions from those the project is seeking to influence. A **strategy map** can help plot achieving the outcomes set at this step.

**3** Finally, we should **assess** the extent to which behaviour change is already systematically monitored in projects (ideally including whether documentation/data exists on baseline behaviour, current behaviour and intended future behaviour). There was some mentioning of this during the workshop by some of the partners already. Nevertheless, the majority of partners does not have proper monitoring methods in place. Therefore, **monitoring** practices as described per the OM methodology should be adopted. These should be built up around specific project Boundary Partners, their outcome challenges and Progress Markers. Regular evaluations need to be made to ensure the Theory of Change is still relevant and accurate.

## 5.5 Conclusion: final thoughts and way forward

Based on the responses at the workshop in Bolgatanga, implementing the Outcome Mapping framework into the Resilient Food Systems programme shows potential. The fact that the methodology was not implemented at the immediate beginning of the project does not have serious consequences. Since the flexibility of OM allows for implementation at any stage during a project cycle, country partners as well as hub partners of all projects within the RFS programme can (still) deploy the methodology successfully.

*Outcome Mapping can be applied at both the programme level as well as the project level (country*

*level), it is important for all partners involved in the RFS programme to realise this. Since ‘Outcomes’ are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom a programme works directly, country level partners are Boundary Partners for the hub partners (see Figure 4). Involving both Hub Partners as well as Country Partners requires that the programme team itself is able to change and adapt as well, i.e., not only by being efficient and effective (operational capacities) but also by being relevant (adaptive capacities).*

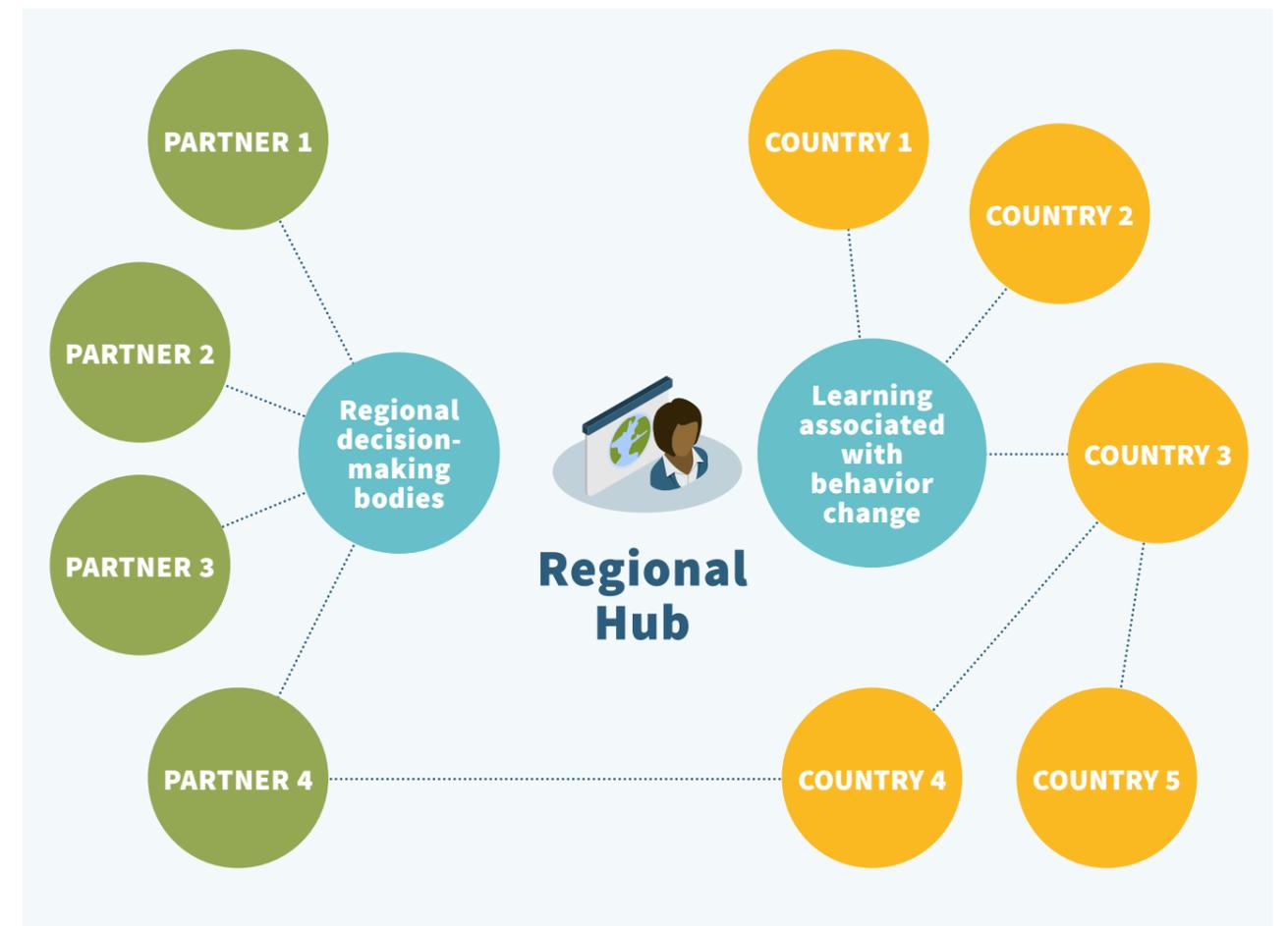


Figure 4 Communicating about behaviour change at programme level.

It is important to note that Outcome Mapping does not attempt to interpret the data. It is up to the programme team to determine what the information means in terms of performance (and what may need to be changed). Therefore, Outcome Mapping may look different between the different countries and to the hub partners (fit to context). The outcomes enhance the possibility of development impacts. Mapping these outcomes allows programme team members to capture their contributions to these outcomes – which can then feed into impact assessment.

Outcome Mapping provides a framework for systematic acquisition of data on behaviour change, however the extent to which this is useful is dependent on level of integration and it requires a commitment to collect participatory data regularly as well as reflecting on findings. Given this was a first exposure to Outcome Mapping, uptake is going to depend on follow up support and face-

to-face meetings where considered appropriate. Based on Earl et al. (2001) we further suggest the development of materials that support the 2nd and 3rd stages of Outcome Mapping, in particular:

- 1 A well-developed data collection sheet for data on the strategies being employed by the programme to encourage change in the Boundary Partner.
- 2 Development of a self-assessment sheet for monitoring what the project is doing internally to manage its work and contribute to change in its Boundary Partners.
- 3 An evaluation plan detailing: the priority evaluation topics, issues, and questions; a utilization strategy for the evaluation findings; the person responsible for conducting the evaluation; the date; and the cost (evaluation plan).

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# Appendix 1: Preliminary outcome mapping of Resilient Food Systems

In 2015 a preliminary document was prepared which provided an initial 'rapid outcome mapping of the IAP-Food Security' based on existing documentation. It is unclear who the original author(s) of this report were nor the degree to which the report was circulated. There was a suggestion that 'key stakeholders' would need to meet again to both review the theory of change of the programme and to fine tune the outcome mapping as described below. We are not aware if a follow up meeting took place – this document assumes it did not.

## RFS BACKGROUND PROBLEMS

- Fragmented policies, poor governance and weak evidence of the benefits of Integrated Natural Resources Management (INRM) are barriers to investing in INRM and sustainable agriculture by African governments and their development partners.
- Lack of coordination and collaboration across sectors and scales is a barrier to achieving transformational change of African agriculture, including links between science and practice.
- Limited access to finance, markets, inputs and processing technology hampers scaling up of INRM, and limits smallholders incentives to increase production through sustainable intensification of agriculture.
- Inadequate extension and access to knowledge as well as poor information, data and inadequate analytical methods undermine efforts to build a more regenerative, sustainable and resilient agricultural production system.

## BOUNDARY PARTNERS' PROBLEM

- Land, water and ecosystems are fundamental for sustainable societies as they provide a range of ecosystem services important for food and water security, and energy. Climate change puts additional pressure on these resources and their resilience. Global, regional and national decision makers have in general not fully acknowledged

the full scale of the linkages between ecosystem services, agriculture and food security. An intersectoral and multi-scale approach is required to address this nexus, and all relevant sectors need to mainstream sustainability and resilience for food security. The boundary partners need to be made further aware and supported in this approach.

- Local level decision makers and natural resources managers in general lack support in terms of advisory services and financial resources from higher level in their efforts to adopt and upscale INRM and sustainable and resilient agricultural practices. The awareness and access to information and technologies among these boundary partners for INRM can be improved. The capacity of the boundary partners to respond to natural resources management challenges and threats to the sustainability and resilience of agriculture, such as demographic pressures and climate change, need to be strengthened.

## More specifically the identified change agencies lack access to:

- Multi-stakeholder platforms for exchange of experiences, knowledge and south-south learning on INRM, sustainable agriculture and scaling up strategies
- Capacity within organisations to mainstream sustainability and resilience for food security in projects, strategies, policies and legislation

- Knowledge on scaling up strategies for INRM, including establishment of market linkages and accessing innovative sources of financing
- Information, data and methods to monitor and assess impacts of different INRM management options on the global environment and food security in SSA to improve evidence-based decision making.

### RFS VISION

Ecosystem goods and services important for food security in Sub-Saharan Africa are sustained ensuring sustainable and resilient food systems in the face of demographic pressures and climate change.

### RFS MISSION

The IAP-FS influences agricultural policies and practices in SSA to become environmentally sustainable and it contributes to translation of policies into practice for increased socio-agroecosystem resilience.

### STRATEGIC PARTNERS

National and local government institutions, intergovernmental organisations, research institutions, INGO's, NGO's.

### BOUNDARY PARTNERS

#### A. Regional and national policy and decision makers

This group contains central national level policy and decision makers and regional policy makers linked to regional for a, such as AU, RECs, etc.

#### B. Local decision makers and smallholder farmers

At local level, e.g. province/state and district level there are public decision makers such as province/state governments, and local private decision makers such as farmers and local entrepreneurs. These are the change agents the RFS is trying to reach out to. **OUTCOME objectives (Progress markers – ladder of change)**

#### Boundary partner group

# A

**1. Expect** – RFS expects national and regional policy and decision makers to acknowledge the importance of INRM, sustainability and resilience for sustainable agriculture and food security.

**Progress indicator:** Interviews, statements, social media outreach from national and regional policy and decision makers refer to the importance of INRM, sustainability and resilience for sustainable agriculture and food security.

**2. Like** – RFS would like to see national and regional policy and decision makers incorporating references to INRM, sustainability and resilience in agricultural and food security policies and plans.

**Progress indicator:** Regional and national agricultural and food security policies, strategies and plans refer to INRM, sustainability and resilience.

**3. Love** – RFS would love to see decisions, investments and implementation of projects that lead to increased sustainability and resilience for food security in SSA.

**Progress indicator:** Increase in investment flows and number of projects that integrate INRM, sustainability and resilience in agriculture in SSA.

#### Boundary partner group

# B

**1. Expect** – RFS expects to see participation from local decision makers and smallholder farmers in IAP projects.

**Progress indicator:** Local decision makers and smallholder farmers attend meetings and workshops organized as part of IAP projects.

**2. Like** – RFS would like to see improved agricultural practices with regard to INRM, sustainability and resilience in countries reached by IAP projects.

**Progress indicator:** Local decision makers and smallholder farmers take action and invest in INRM and sustainable agriculture in areas reached by the IAP.

**3. Love** – RFS would love to see increased sustainability and resilience for food security in local communities in areas covered by the IAP.

**Progress indicator:** Increased area under INRM, reduction in GHG emissions, increased agrobiodiversity, increased land cover, and improved food security and nutrition, in areas reached by IAP projects.

### MID-TERM TARGETS

- National and regional policy and decision makers in at least 10 RFS countries and 3 regional/sub-regional policy fora acknowledge the importance of INRM, sustainability and resilience for sustainable agriculture and food security.
- Participation from local decision makers and smallholder farmers in all 12 RFS country projects and improved agricultural practices with regard to INRM, sustainability and resilience in at least 5 countries reached by RFS projects.
- Participation from local decision makers and smallholder farmers in all RFS projects, and improved agricultural practices with regard to INRM, sustainability and resilience in at least 5 countries reached by RFS projects.

### END-OF-RFS TARGETS

- National and regional agricultural and food security policies, strategies and plans refer to INRM, sustainability and resilience in at least 10 RFS countries and 3 regional/sub-regional policy fora.
- Increase in investment flows and number of projects that integrate INRM, sustainability and resilience in agriculture in at least 6 RFS countries.
- Improved agricultural practices with regard to INRM, sustainability and resilience in at least 10 countries reached by RFS projects.
- Increased sustainability and resilience for food security in local communities in areas covered by the RFS, as measured by increase area under INRM (10 million ha), reduction in or avoidance of GHG emissions (10-20 million tons), increased agrobiodiversity (20% increase in genetic diversity), increased land cover (20%), and improved food security and nutrition, in areas reached by IAP projects (index to be added).

## Appendix 2: Outcome Mapping Sheets

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This appendix details the proforma sheets that were returned during the workshop by five (out of twelve) country teams and one Hub partner. These very much represent preliminary responses and project teams were asked to develop these further with their respective project teams



# Burkina Faso

## Session 1.

We would like you to work on two boundary partners:

- Your most important Boundary Partner from Group A or B
- Your most important Boundary Partner from Group C or D

**For Boundary Partner 1 (from Group A or B):**  
SE-CNSA: Executive Secretariat of the National Food Security Council

- **Who are they and why is behaviour change in this partner important?**  
SE-CNSA to influence policies on environmental considerations in food security. SE-CNSA which is a governmental structure for coordinating food security interventions.
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**  
Communication to date is through capacity building activities, planning workshops, stocktaking, regular multi-stakeholder frameworks, administrative channels and ICTs.
- **Give an approximation of the number of people interacted with (if more than one) (How Many)**  
With the SE-CNSA the number of persons is evaluated at 10
- **What are your plans for engagement with this partner beyond project completion?**  
Continue to address environmental concerns in food security issues
- **Were they a 'planned' or 'emergent' boundary partner?**  
SE-CNSA programmed partner (=planned)
- **Can we detail Outcome challenges for this partner?**  
SE-CSA: Integrating environmental concerns and climate change into sectoral policies

**For Boundary Partner 2:**  
Local NGOs SEMUS (Solidarity and Mutual Aid in the Sahel) and the FNGN (National Federation of Naam Groupings) for the conduct of social engineering in the scaling up of approved technologies.

- **Who are they and why is behaviour change in this partner important?**  
SEMUS and FNGN; change is all the more important because they are grassroots organizations in direct contact with communities and have to transmit viable and reliable information for behavioural change.
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**  
For the communication part with the SEMUS and the FNGN we are in the beginning of partnership of where very active communication by mail, telephone and the administrative way.
- **Give an approximation of the number of people interacted with (if more than one) (How Many)**  
for the SEMUS for now 5 people are involved; also 5 people at FNGN level.
- **What are your plans for engagement with this partner beyond project completion?**  
For local operators (SEMUS, FNGN) local expertise developed can be developed for the benefit of other partners and local communities.
- **Were they a 'planned' or 'emergent' boundary partner?**  
SEMUS and FNGN indirectly programmed (=emergent???)a
- **Can we detail Outcome challenges for this partner?**  
SEMUS, FNGN: Conduct the engineering process in an efficient way to ensure the long-term sustainability of the project's achievements



## Session 2. Progress Markers (30 Minutes)

Remember: For each progress marker ask yourself whether this really represents a **change in the behaviour, actions, or relationships** of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

#### 1. What change in behaviour would we expect to see as a result of the project?

**For Partner 1:** SE-CNSA to influence policies on environmental considerations in food security. SE-CNSA which is a governmental structure for coordinating food security interventions.

#### 2. What we would like to see

SE-CNSA: Decision makers sufficiently imbued with environmental issues and climate change Policies integrating environmental and climate change dimensions

#### 3. What we would love to see

Policies integrating environmental and climate change dimensions

### Partner 2 (15 Minutes)

#### 1. What change in behaviour would we expect to see as a result of the project?

**For partner 2:** SEMUS and FNGN; change is all the more important because they are grassroots organizations in direct contact with communities and have to transmit viable and reliable information for behavioural change.

#### 2. What we would like to see

- Local NGOs:
- NGOs sufficiently imbued with environmental issues and climate change
  - Adoption of sustainable land management technologies approved by local people
  - Physical achievements resilient to climate change and taking into account environmental issues

#### 3. What we would love to see

Adoption of sustainable land management technologies approved by local populations.

## Session 3: Capturing Behaviour Change (30 minutes)

Across the full range of your boundary partners"

#### ● To what extent is behaviour change being systematically monitored in your projects?

Behavioural changes are observed using effects surveys, group focus, direct observations, field visits

#### ● Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?

The documentation exists: on basic behaviours we have socio-economic reference surveys (MPAT tool)

On the current behaviour: we have studies on the effects of the project which aims to identify the changes brought about by the intervention;

On the future: RAS

#### ● What is your current capacity to document this activity?

The capacities exist within the project for the conduct of these activities. In our case, baseline studies were conducted by two international consultants.

The effects studies were conducted by the project team

#### ● Are there barriers that exist that limit assessment of behaviour change?

Financial resources because monitoring and evaluation is the poor relation of any project



# Eswatini

## Session 1.

We would like you to work on two boundary partners:

- Your most important Boundary Partner from Group A or B
- Your most important Boundary Partner from Group C or D

### For Boundary Partner 1 (from Group A or B):

- **Who are they and why is behaviour change in this partner important?**

- **Traditional Authorities:**

Their behaviour change is important for project ownership leading to achieving the goal of the project which is ensuring food and nutrition security through sustainable land and water management practice.

- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**

There are scheduled monthly and quarterly meetings. We also interact on an "as and when needed" basis. This has been the case since the launch of the project in 2016.

- **Give an approximation of the number of people interacted with (if more than one) (How Many)**

37 chiefs and their inner councils as well as three Regional Administrators.

- **What are your plans for engagement with this partner beyond project completion?**

Two central Ministries will continue engagement with Traditional Authorities beyond the life of the project, using Chiefdom Development planning framework that has been put in place by the project.

- **Were they a 'planned' or 'emergent' boundary partner?**

They were a planned boundary partner.

- **Can we detail Outcome challenges for this partner?**

1. Short-term personal gain against long term project global environment benefits.

2. The Chiefdom Development Planning is not a legally binding document, so this partner may choose to disregard what is in the plan.
3. Bringing a balance to competing land use needs in the community, by the community.

### For Boundary Partner 2:

- **Who are they and why is behaviour change in this partner important?**

Smallholder farmers:

Their behaviour change is important they are the actual users of the land and environmental resources that contribute to the improvement of their livelihoods.

- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**

The interaction with this boundary partner is on a daily basis through face to face extension services and planned group trainings on various SLWM practices as production and marketing.

- **Give an approximation of the number of people interacted with (if more than one) (How Many)**

We have systematically engaged 16 000 farming households since 2016.

- **What are your plans for engagement with this partner beyond project completion?**

The Ministry of Agriculture will continue engagement with smallholder farming

- households beyond the life of the project, using extension services.

- **Were they a 'planned' or 'emergent' boundary partner?**

They were a planned boundary partners.

### Can we detail Outcome challenges for this partner?

1. Slow adoption of SLWM technologies
2. Easy access to food relief programmes, which compromises commitment to project activities.
3. Limited access to finance and formal markets.



## Session 2: Progress Markers (30 Minutes)

Remember: For each progress marker ask yourself whether this really represents a change in the behaviour, actions, or relationships of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

- **Traditional Authorities**

#### 1. What change in behaviour would we expect to see as a result of the project?

- Improved ownership of the project by the communities, through their leadership.

#### 2. What we would like to see

- We would like to see adherence/enforcement of the Chiefdom Development Plans (CDP)
- We would like to see weekly community meeting interchanging the content of discussion between everyday community issues (e.g. crime, theft, witchcraft etc) and development issues.

#### 3. What we would love to see

- We would like to see the adoption of the CDP process as one of the National planning documents.
- We would love to see the CDP influencing bottom-up budgeting.

### Partner 2 (15 Minutes)

- **Smallholder farmers**

#### 1. What change in behaviour would we expect to see as a result of the project?

- Commitment to improve and adopt new SLWM practices
- Improve production systems for food security and commercial purposes

#### 2. What we would like to see

- Improved production and resilience to climate change
- Improved sustainable environmental management actions

#### 3. What we would love to see

- Transition of smallholder producers from food and income poverty to food secure and reliable income generation from agriculture and other activities

## Session 3: Capturing Behaviour Change (30 minutes)

Across the full range of your boundary partners:

- **To what extent is behaviour change being systematically monitored in your projects?**

- **Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?**

- **What is your current capacity to document this activity?**

- **Are there barriers that exist that limit assessment of behaviour change?**



# Ethiopia



## Session 1.

We would like you to work on two boundary partners:

- **Your most important Boundary Partner from Group A or B**  
A: The Regional and National level policy and decision makers
- **Your most important Boundary Partner from Group C or D**  
C: Small holder farmers

### For Boundary Partner 1 (from Group A or B):

- **Who are they and why is behaviour change in this partner important?**  
Federal level sectorial ministries and legislative bodies  
To change the attitude from existing concept of causes of food insecurity and measures to consider the root causes of food insecurity coming due to climate change and natural resource degradation.
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**  
Very limited at the national project steering committee level.
- **Give an approximation of the number of people interacted with (if more than one) (How Many?)**  
Seven persons representing seven institutions (MoA, MoF, Mowater, EFCCC, EBI, Wildlife, Meteorology)
- **What are your plans for engagement with this partner beyond project completion?**  
To handover specific achievements and on going activities to respective institutions.

- **Were they a 'planned' or 'emergent' boundary partner?**  
All are planned
  - **Can we detail Outcome challenges for this partner?**  
Ownership of their roles
- For Boundary Partner 2:**
- **Who are they and why is behaviour change in this partner important?**  
Small holder farmers and ago-pastoralists  
They are owners and implementer of the project
  - **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**  
Yes, monthly
  - **Give an approximation of the number of people interacted with (if more than one) (How Many?)**  
60,000 HH
  - **What are your plans for engagement with this partner beyond project completion?**  
To sustain and upscale project outcomes
  - **Were they a 'planned' or 'emergent' boundary partner?**  
Yes
  - **Can we detail Outcome challenges for this partner?**  
Limited awareness and outreach

## Session 2: Progress Markers (30 Minutes)

Remember: For each progress marker ask yourself whether this really represents a change in the behaviour, actions, or relationships of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

#### 1. What change in behaviour would we expect to see as a result of the project?

Inter sectoral integration for common goal

#### 2. What we would like to see

Sustaining and up scaling the project outcomes

#### 3. What we would love to see

Change in policy direction

### Partner 2 (15 Minutes)

#### 1. What change in behaviour would we expect to see as a result of the project?

Better understating of root causes of food insecurity

#### 2. What we would like to see

They are working on root causes of food insecurity and food secured family

#### 3. What we would love to see

Resilient community

## Session 3: Capturing Behaviour Change (30 minutes)

Across the full range of your boundary partners:

- **To what extent is behaviour change being systematically monitored in your projects?**  
Not yet
- **Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?**  
There is no base line data behaviour recorded data. However, it is not difficult to record current behaviour which needs specific indicators to focus on.
- **What is your current capacity to document this activity?**  
If the indicators are already provided it only take the time of experts working in the field to document it.
- **Are there barriers that exist that limit assessment of behaviour change?**  
Yes. Having the harmonized indicators, resources to train data collectors and time limitation of data collectors are some of the limitations to mention.



# Nigeria



## Session 1:

We would like you to work on two boundary partners:

- Your most important Boundary Partner from Group A or B
- Your most important Boundary Partner from Group C or D

### For Boundary Partner 1 (from Group A or B):

- **Who are they and why is behaviour change in this partner important?**

Federal Ministry of Agriculture and Rural Development

Because they are the lead government agency in food security in the country

- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**

- Signed MOU with the GEF project
- Recruited National PMU staff
- Processing payment of co-financing
- Linked the project with the state boundary partners
- The interaction with the boundary partner takes place weekly

- **Give an approximation of the number of people interacted with (if more than one) (How Many)**

Federal Ministry of Agriculture as an Institution

- **What are your plans for engagement with this partner beyond project completion?**

Not applicable

- **Were they a 'planned' or 'emergent' boundary partner? Is a planned boundary partner**

- **Can we detail Outcome challenges for this partner?**

- Support the implementation of the Agriculture Promotion Policy (The Green Alternative) developed by the ministry
- Strengthen the research unit of the ministry to continue conducting research on food security
- Build ministry staff capacity to utilise data for research and policy formulation
- Establishing national system for sustainable resilience frame work to be implemented by the ministry
- Reviewing and facilitating the establishment of effective and functional national food security information system

### For Boundary Partner 2:

- **Who are they and why is behaviour change in this partner important?**

- Smallholder farmers: owners of 0-2ha (youths and women)
- Because they engaged in poor agricultural practices that temper with environment and produce inadequate food for the country. So changing their behaviour will help attain food security and environmental sustainability.

- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**

- Interact with National Project Management Unit quarterly
- Interact with State Project Management Unit weekly

- **Give an approximation of the number of people interacted with (if more than one) (How Many)**

Interacted with more than 5,250 farmers

- **What are your plans for engagement with this partner beyond project completion?**

- Agricultural centre will be established in each of the implementing LGA and will be handed over to the government at termination of the project so that the government will continue working with the farmers.
- The project will train extension agents from the project communities and will continue working with the beneficiaries beyond the project completion since they are native.

- **Were they a 'planned' or 'emergent' boundary partner?**

They are planned boundary partners.

- **Can we detail Outcome challenges for this partner?**

- To up-scale number of smallholder farmers practising SLWM & CSA in the project communities

## Session 2: Progress Markers (30 Minutes)

Remember: For each progress marker ask yourself whether this really represents a change in the behaviour, actions, or relationships of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

- 1. What change in behaviour would we expect to see as a result of the project?**

- Proper implementation of the Green Alternative document
- Use of research results to inform policy decisions
- Proper utilization of accurate data
- Implementation of the harmonised national policy on food security

- 2. What we would like to see**

- Increase agricultural productivity in the project areas
- Increase participation of off-farm activities for sustainable livelihood

- Adoption of SLWM & CSA in the project areas
- The country is using a harmonised policy on FNS
- Improved household nutrition in the project areas

- 3. What we would love to see**

- Increase agricultural productivity in the country to reduce food importation
- Increase of high agricultural contribution to national GDP

### Partner 2 (15 Minutes)

- 1. What change in behaviour would we expect to see as a result of the project?**

- 2. What we would like to see**

- 3. What we would love to see**

## Session 3: Capturing Behaviour Change (30 minutes)

Across the full range of your boundary partners:

- **To what extent is behaviour change being systematically monitored in your projects?**

The project monitored some sense of acceptance and commitment to support the project.

- **Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?**

As for the boundary partner A no documentation exists

As for the boundary partner C it exists

- **What is your current capacity to document this activity?**

We have capacity to document

- **Are there barriers that exist that limit assessment of behaviour change?**

No obvious barriers to impede that



# Senegal



## Session 1.

We would like you to work on two boundary partners:

- Your most important Boundary Partner from Group A or B
- Your most important Boundary Partner from Group C or D

### For Boundary Partner 1 (from Group A or B):

Local Authorities (Collectivités Territoriales)

- **Who are they and why is behaviour change in this partner important?**
  - Local authorities are administered by elected officials who are in charge of defining policies at the local level. They have a budget and are custodians of transferred skills on environmental issues ... etc
  - Behavioural change is important for the ownership and ownership of project activities
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**
  - Information and awareness workshops on project activities at the start of the project
  - Participation in monitoring missions
- **Give an approximation of the number of people interacted with (if more than one) (How Many?)**  
A total of 2560 beneficiaries will be affected

- **What are your plans for engagement with this partner beyond project completion?**
  - Scaling up achievements through local policies
  - Consideration of environmental activities in budgets
- **Were they a 'planned' or 'emergent' boundary partner?**  
Scheduled partner (= planned)
- **Can we detail Outcome challenges for this partner?**  
Resource mobilization

### For Boundary Partner 2: Beneficiaries

- **Who are they and why is behaviour change in this partner important?**  
These are the direct beneficiary producer groups of the project activities. Behavioural change is important to achieve project objectives and address questions about the sustainability of the project.
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**
  - Awareness workshops
  - Training
  - Radio broadcasts
- **Give an approximation of the number of people interacted with (if more than one) (How Many?)**  
5250 people

- **What are your plans for engagement with this partner beyond project completion?**
  - Adoption of good practices
  - Implementation of the exit strategy
- **Were they a 'planned' or 'emergent' boundary partner?**  
Scheduled partner (= planned)
- **Can we detail Outcome challenges for this partner?**  
Involvement and participation

## Session 2.

Remember: For each progress marker ask yourself whether this really represents a change in the behaviour, actions, or relationships of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

- 1. What change in behaviour would we expect to see as a result of the project?**
  - a. Strong involvement of the municipal council
  - b. Advocacy for resource mobilization
- 2. What we would like to see**  
Promotion of citizenship in environmental matters
- 3. What we would love to see**  
Advocacy for resource mobilization

### Partner 2 (15 Minutes)

- 1. What change in behaviour would we expect to see as a result of the project?**
  - Adoption of sustainable good agricultural practices
  - Gender mainstreaming
- 2. What we would like to see**
  - Scaling of project benefits
  - Sustainability of actions
- 3. What we would love to see**
  - Sustainability of actions

## Session 3: Capturing Behaviour Change (30 minutes)

Across the full range of your boundary partners:

- **To what extent is behaviour change being systematically monitored in your projects?**
  - Beneficiary participation in data collection and monitoring missions
  - Identification and dissemination of success stories
  - Results sharing workshops with stakeholders
- **Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?**  
Basic data being collected
- **What is your current capacity to document this activity?**  
Limited capacity
- **Are there barriers that exist that limit assessment of behaviour change?**  
Few skills in the methodology of impact measurement

# Hub partners– Component 1

## Session 1.

We would like you to work on two boundary partners:  
Who are they and why is behaviour change in this partner important?

### A. Regional/global

#### African union

- African Union Commission AUC: DREA
- AMCEN Africa ministerial conference on Environment
- African Union Development Agency AUDA (formerly NEPAD)

#### RECs

- EAC
- SADC
- ECOWAS

### B. Local

- Farmers
- Farmer Organizations
- Community organizations
- Farmers and their households
- Other Water and land users
- NGO and academia
- The Forum for Agricultural Research in Africa (FARA)
- The Consultative Group for International Agricultural Research (CGIAR)
- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**  
None. Project just commenced.
- **Give an approximation of the number of people interacted with (if more than one) (How Many)**  
N/A
- **What are your plans for engagement with this partner beyond project completion?**

It is planned that project and partner together identify policy options, champions and generate evidence from the project (policy briefs, field visits...) that can feed into policy processes at the regional and national levels.

The above will lead to experience sharing and lessons learnt with other non IAP countries

- **Were they a ‘planned’ or ‘emergent’ boundary partner?**  
Planned.

- **Can we detail Outcome challenges for this partner?**

### For Boundary Partner 2:

#### 12 RFS project PMUs

#### NATIONAL - INDIRECTLY through support to RFS projects:

- Min of Ag
- Environment Protection Agency
- Min of Env / forestry/ fisheries/ water resources/ climate
- Min of Rural Devt

#### Local structures

B. Local organizations  
Watershed mgt committees

- **Who are they and why is behaviour change in this partner important?**

- Farmers
- Farmer Organizations
- Community organizations
- Farmers and their households
- Other Water and land users
- NGO and academia
- The Forum for Agricultural Research in Africa (FARA)
- The Consultative Group for International Agricultural Research (CGIAR)

- **Can you briefly document the amount of interaction with this Boundary Partner to date? (How Often)**

None. Project just commenced.

- **Give an approximation of the number of people interacted with (if more than one) (How Many)**  
N/A

- **What are your plans for engagement with this partner beyond project completion?**  
As above

- **Were they a ‘planned’ or ‘emergent’ boundary partner?**

- **Can we detail Outcome challenges for this partner?**

## Session 2: Progress Markers (30 Minutes)

Remember: For each progress marker ask yourself whether this really represents a change in the behaviour, actions, or relationships of the boundary partner?

For both boundary partners identified in the first session:

### Partner 1 (15 minutes)

- 1. What change in behaviour would we expect to see as a result of the project?**

#### African Union Commission

Minimum change. They are aware of the project and its products and tools and willing to collaborate

- 2. What we would like to see**

- For AU
- influence AUC DREA's 2-year strategic work plan and the technical committees which propose decisions for the AU Summit
- Influence the documents that go to the Summit and Declaration of AMCEN which has its secretariat in UN Environment, FAO Assembly/CoPs/MoPs: influence the topics discussed in FAO Regional Conferences/regional meetings for MEAs
- influence the topics discussed at main conferences of Parties of Multilateral Environmental Agreements

- 3. What we would love to see**

- Better policies are adopted and implemented. for example, polices that better integrate INRM and innovative policy tools
- Scaling up best practice experiences Africa-wide

### Partner 2 (15 Minutes)

RFS projects PMUs:

- 1. What change in behaviour would we expect to see as a result of the project?**

Minimum. They understand the services and engage; RFS projects find the Hub useful!

- 2. What we would like to see**

Love to see: legislation and policies and institutional arrangements (based on evidence?) are improved at national level and implemented/enforced effectively at local level

- 3. What we would love to see**

Like to see: IAP teams have solid strategies and better skills to do policy advocacy at national level with constituents at multiple scales

- 1. Help them with policy strategies and stakeholder engagement and multi-stakeholder**
- 2. Provide tools/ trainings on technical issues**
- 3. Regional training on advocacy for enviro and sustainable ag issues**

NB: RFS project should work with research institutes and knowledge partners that are influential at national level

Evidence is not changing policy! Seeing is believing... Use data and science to engage their constituency to advocate for it instead!

## Session 3.

- **Across the full range of your boundary partners”**

- **To what extent is behaviour change being systematically monitored in your projects?**

- **Does documentation/data already exist on baseline behaviour, current behaviour and intended future behaviour?**

- **What is your current capacity to document this activity?**

- **Are there barriers that exist that limit assessment of behaviour change?**

# Resilient FOOD SYSTEMS



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## ABOUT THIS KNOWLEDGE BRIEF

This brief is part of a series of knowledge products prepared by the Regional Hub project of the Resilient Food Systems programme. This brief falls under the **Track** theme, with other knowledge products categorized under the other programme pillars (Act and Track), or within a Cross-cutting tag.



Our programme website allows easy access to these resources.

[www.resilientfoodsystems.co](http://www.resilientfoodsystems.co)



**Outcome Mapping Framework of Key Boundary Partners**  
Of the Resilient Food Systems Programme

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