



Climate & Development  
Knowledge Network



# CDKN's approach to Outcome Mapping

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NGO Federatie, October 2018

# What is Outcome Mapping about?

- Method for planning, monitoring and evaluation developed by Canadian International Development Research Centre (IDRC) in 2001 – still regarded as innovative
- **Focuses on contribution, not attribution**
- **Focuses on outcomes, not impact**
- **Focuses on behaviour change**
- **Captures non-linear change**



# Jargon 1: Boundary partners

1

Boundary partners = individuals, groups and/ or organisations with whom a program interacts in order to influence change.



## Jargon 2: 'outcome challenge' statements

2

OM focuses on outcomes not impact

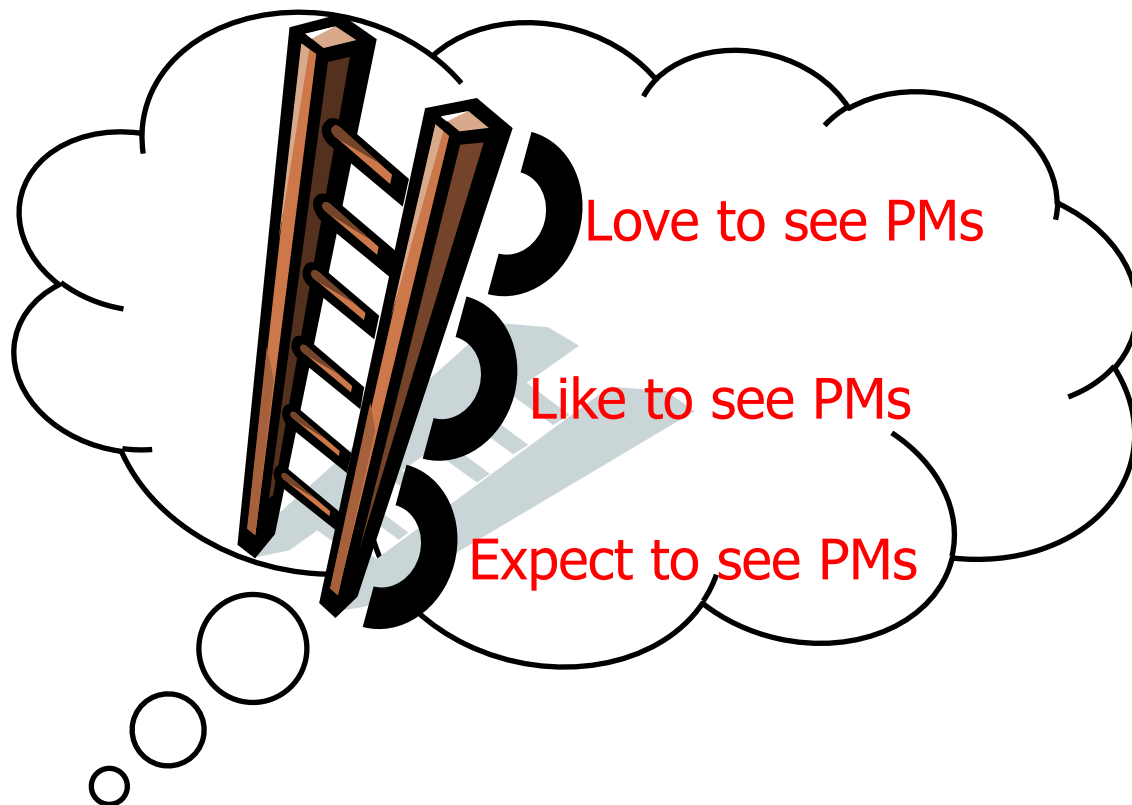
'Outcome' = behaviour change in relation to each boundary partner (an 'outcome challenge')

*How will the boundary partners observably behave differently if the intervention is successful?*

## Jargon 3 - Progress Markers

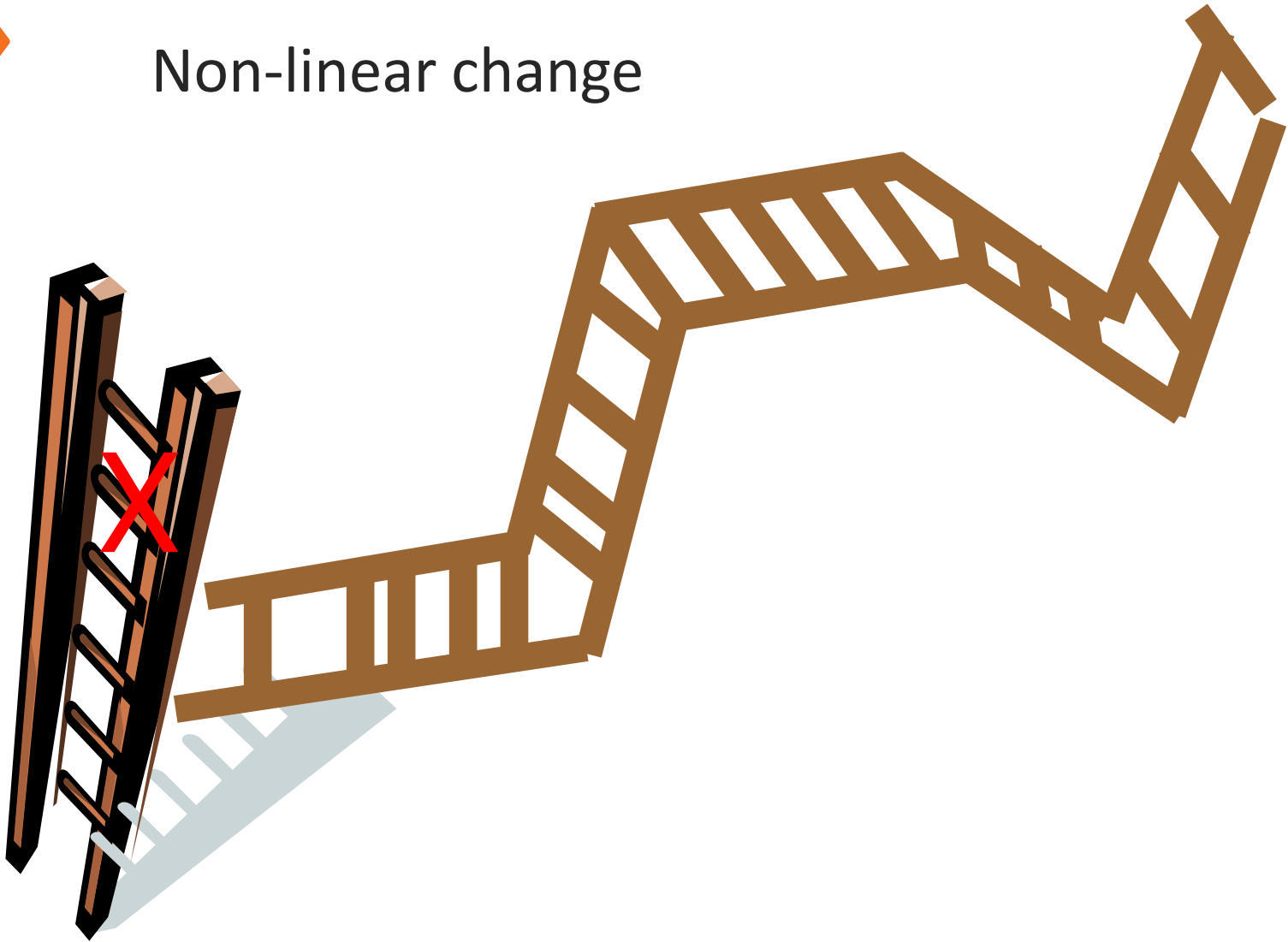
= Indicators

Used to monitor progress towards an outcome i.e. a graduated series of behavioural changes



## Non-linear change

3



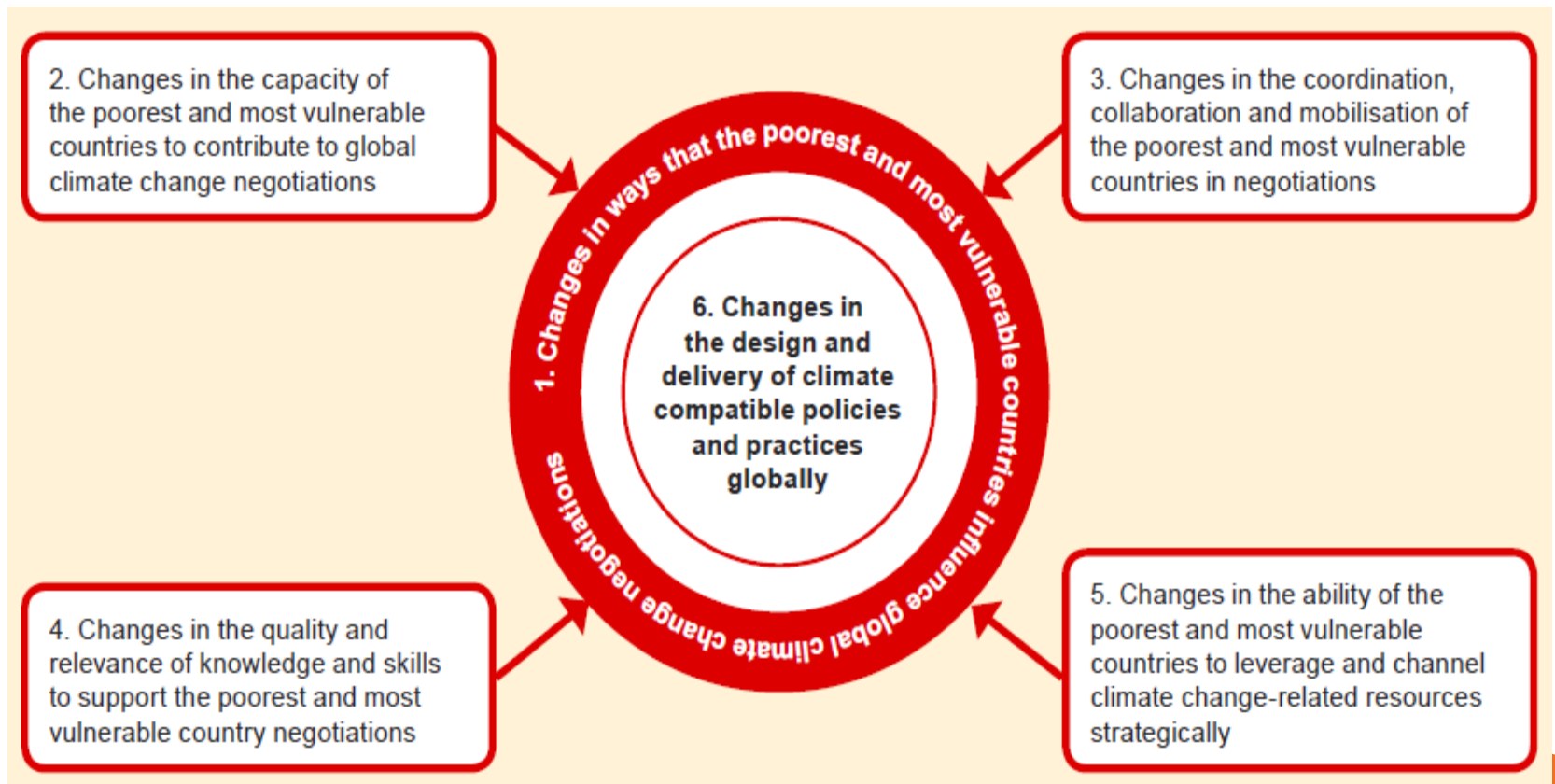
# Introducing CDKN

- CDKN's Negotiations Support team targets climate negotiators from developing countries
- The Negotiation Support team works via partner organisations to strengthen the capacity of Negotiating Groups from these countries to be more influential in international climate negotiations
- Very complex field – even correctly analysing how power relations and voice is shifting in this area is difficult, let alone question of contribution/attribution



# How does CDKN use OM?

Lens of analysis is **Dimensions of Change** – broad areas of change that we think need to happen for the Negotiations Support team to contribute to their goal of Poorest and most climate vulnerable countries have improved influence over international climate change negotiations





# Baseline and progress markers

## Love to see

Delegations join appropriate groups or form cross-group coalitions based on shared progressive interests during international climate change negotiations.

## Like to see

Groups/countries/constituencies demonstrate good organisation of attendance at meetings (e.g. diary control during COPs and interessionals, co-ordination of attendance to parallel negotiation tracks with other relevant delegations).

## Expect to see

Delegates within negotiation groups/countries/constituencies are able to meet virtually or in person well before international climate change negotiation meetings to discuss strategic or technical issues.

## Baseline statement

**(based in interviews at COP17 (Dec '11) and focus group in London (Jan '12))**

The constraints faced by least developed and most vulnerable countries to co-ordinate, collaborate and mobilise varied –financial resources, followed by a lack of knowledge about which countries to negotiate with and political issues, were the biggest constraints that were validated.

### *Mobilisation*

- Several interviewees noted that a lack of knowledge about which countries to collaborate with served as a constraint

# CDKN's Outcome Map (overview!)

|                 |   |  |  |   |
|-----------------|---|--|--|---|
| 'Mount Everest' | 1. Changes in the influence that poorest and most climate vulnerable countries have over international climate change negotiations                                      |  |  |   |
|                 | An international agreement receiving support from poorest and most climate vulnerable countries   |  |  |   |
|                 | Agreements trumpeted as triumphs in poorest and most climate vulnerable countries' domestic arenas  |  |  |   |
|                 | Groups/countries/constituencies supported by CDKN secure outcomes from international climate change negotiations that reflect their interests                           |  |  |   |
|                 | Final negotiation texts for international climate change negotiations include submissions from the poorest and most climate vulnerable countries                        |  |  |   |
| Love to see     | Groups/countries/constituencies supported by CDKN apply skills in other kinds of international negotiations   |  |  |   |
|                 | Groups/countries/constituencies supported by CDKN are increasingly cited in the press, internationally or domestically  |  |  |   |
|                 | A Country supported by CDKN hosts international climate change negotiations, for example the UNFCCC   |  |  |   |
|                 | Groups/countries/constituencies supported by CDKN are increasingly sought after or courted during final negotiations  |  |  |   |
|                 | The agendas of meetings within international climate change negotiations are influenced by Groups/countries/constituencies supported by CDKN                            |  |  |   |
| Like to see     | Groups/countries/constituencies supported by CDKN contribute to changes in discourse around climate change issues   |  |  |   |
|                 |   |  |  |   |
|                 |   |  |  |   |
|                 |   |  |  |   |
|                 |   |  |  |   |
| Love to see     | 2. Changes in capacity of the poorest and most climate vulnerable countries to influence international climate change negotiations                                      | 3. Changes in co-ordination, collaboration and mobilization of the poorest and most climate vulnerable countries in international climate change negotiations  | 4. Changes in quality and relevance of knowledge and skills to support poorest and most climate vulnerable country negotiators   | 5. Changes in the ability of the poorest and most climate vulnerable countries to leverage and channel climate change-related resources strategically                                   |
|                 | Increased proportion of delegates have technical background and/or have been selected to attend meetings due to their technical background rather than their seniority. | Groups/countries/constituencies (e.g. LDC Group, AOSIS, etc) present consistent and united position on key negotiating themes.   | Donors other than CDKN, including wider professional constituencies, support negotiation capacity, and collaborate with CDKN in providing support.   | The poorest or most climate vulnerable countries actually access needed resources from climate change channels.   |
|                 | Delegates increasingly Chair or provide lead input into an increased proportion of working groups or meetings   | There are a high number of "joint submissions" or "joint press conferences" made by groups/countries/constituencies or collaborations among groups / progressive countries, relating to key technical issues and negotiating tracks.                   | Groups/countries/constituencies supported by CDKN are increasingly asked to give support to other least developed or most vulnerable country delegations.  | The development of a climate finance system in such a way that it results in better quality proposals and submissions to the fund by the poorest and most climate vulnerable countries. |
|                 | Groups/countries/constituencies are asked to enter formal links with other (influential) groups   | Delegations join appropriate groups or form cross-group coalitions based on shared progressive interests during international climate change negotiations.   | Groups / countries supported by CDKN develop their own ability to support their (or others') negotiating efforts.  |   |
|                 |   |  |  |   |
| Like to see     | Delegates or countries send sufficient delegations to CoPs and intersessionals  | Groups/countries/constituencies demonstrate good organisation of attendance at meetings (e.g. diary control during CoPs and intersessionals, co-ordination of attendance to parallel negotiation tracks with other relevant delegations).              | Donors other than CDKN that support negotiation capacity, including wider professional constituencies, use methodologies for training and support developed by the Climate Window of the Advocacy Fund.  | Groups/countries/constituencies from the poorest and most climate vulnerable countries are informed about the various funds that are available and accessible to them.                  |
|                 | Delegates make a greater number / proportion of interventions and submissions in areas relevant to their national or group interests                                    | Groups/countries/constituencies produce joint records or minutes of meetings.  | Groups/countries/constituencies seek other support to complement CDKN training.  | The poorest and most climate vulnerable countries have awareness of the climate-change related resources they require.  |
|                 | Delegates in group/country/constituency delegations are supported by more/better working level analysts   | Increased numbers of groups/countries/constituencies have media support.   | Groups/countries/constituencies increasingly access real time support around major conferences etc.  |   |
|                 | Groups/countries/constituencies give more / better press conferences  | Responsibilities for attending events or communicating developments is clearly defined and adhered to by supported groups/countries/constituencies.  | Countries and donors are accessing, using, and applying the learning that has been produced and disseminated by CDKN, to allocate resources to types of support that improve the ability of least developed and most vulnerable countries to influence climate negotiations. |   |
|                 | Groups/countries/constituencies increasingly access available advice and support during CoPs  | Groups/countries/constituencies develop knowledge management systems that allow institutional memory to be captured and that support, for example, the rotation of roles such as Chair, or the tracing of developments in negotiating tracks over time |  |   |
| Expect to see   | Groups/countries/constituencies delegates ask more sophisticated legal or technical queries to advisors or support services   |  |  |   |
|                 | Delegates increasingly stand up for their opinions, confront other delegations and their positions, and/or constructively disagree with other delegations               |  |  |   |
|                 | Delegates cite relevant legal precedents or technical research to support their positions or to challenge the wording in agreements                                     |  |  |   |
|                 |   |  |  |   |
|                 | Groups / countries increasingly identify and agree priorities or desired outcomes in advance of meetings within international climate change negotiations.              | Delegates within negotiation groups/countries/constituencies are able to meet virtually or in person well before international climate change negotiation meetings to discuss strategic or technical issues.   | Groups/countries/constituencies access knowledge from CDKN sources.  | The poorest or most climate vulnerable countries sit on the formal mechanism that allocate resources.   |
|                 | Delegations are able to attend more meetings (e.g. more parallel negotiation tracks at COPs)  | Negotiating groups submit well-written submissions on strategic negotiation themes.  | Delegates representing groups or countries supported by CDKN are adequately briefed well before the start of international climate change negotiation sessions.  |   |
|                 | Group / country delegations plan attendance at different sessions (e.g. based on a full understanding of the linkages between them)                                     | Groups / individuals supported by AF increasingly prepare strategy documents / position statements prior to CoPs.  | Delegates representing the negotiating groups or countries that have received support from the CDKN feel that they have more information with which to approach the negotiation process.   |   |
|                 | Groups / countries spend longer in preparation before international climate change meetings   |  | Groups/countries/constituencies supported by CDKN increasingly identify gaps in their own knowledge and increase their commissioning of research.  |   |
|                 |   |  | Funding decisions draw down from CDKN insight or results about what the best interventions are to support capacity to influence international climate change negotiations.   |   |

## *Dimension 2: Changes in capacity of the poorest and most climate vulnerable countries to influence international climate change negotiations*

| Love to see   | Like to see   | Expect to see  |
|---|---|--|
| Increased proportion of delegates have technical background and/or have been selected to attend meetings due to their technical background rather than their seniority. | Delegates or countries send sufficient delegations to <u>CoPs</u> and <u>intersessionals</u>  | Groups / countries increasingly identify and agree priorities or desired outcomes in advance of meetings within international climate change negotiations. |
| Delegates increasingly Chair or provide lead input into an increased proportion of working groups or meetings   | Delegates make a greater number / proportion of interventions and submissions in areas relevant to their national or group interests                      | Delegations are able to attend more meetings (e.g. more parallel negotiation tracks at COPs)   |
| Groups/countries/constituencies are asked to enter formal links with other (influential) groups   | Delegates in group/country/constituency delegations are supported by more/better working level analysts   | Group / country delegations plan attendance at different sessions (e.g. based on a full understanding of the linkages between them)                        |
|   | Groups/countries/constituencies give more / better press conferences  | Groups / countries spend longer in preparation before international climate change meetings  |
|   | Groups/countries/constituencies increasingly access available advice and support during <u>CoPs</u>   |  |
|   | Groups/countries/constituencies delegates ask more sophisticated legal or technical queries to advisors or support services                               |  |
|   | Delegates increasingly stand up for their opinions, confront other delegations and their positions, and/or constructively disagree with other delegations |  |
|   | Delegates cite relevant legal precedents or technical research to support their positions or to challenge the wording in agreements                       |  |

### Key

|  |                             |
|--|-----------------------------|
|  | N/A – No evidence of change |
|  | Change in 1-2 Groups        |
|  | Change in 3-4 Groups        |
|  | Change in ≥ 5 groups        |

# How does OM relate to LFs in CDKN?

- Provides clarity by steering attention towards major actors, which makes it easier to plan strategically and see gaps, threats and opportunities.

| Logframe Outcome Indicator 4.1   | Baseline  | Milestone 1 (2013)                  | Milestone 2 (2014)                  | Milestone 3 (2015)                    | Target (2016)                         |
|--|---|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| % of outcomes (at expect to see, like to see and love to see levels) realised, | Expect: 0<br>Like: 0<br>Love: 0   | Expect: 20%<br>Like: 10%<br>Love: 0 | Expect: 50%<br>Like: 30%<br>Love: 0 | Expect: 60%<br>Like: 40%<br>Love: 10% | Expect: 70%<br>Like: 50%<br>Love: 20% |
|  | Source  |                                     |                                     |                                       |                                       |
|  | Structured observation at COPs by CDKN staff; structured observation by (or survey from) UK delegation; service recipient reports; supplier reports; stories of change; project impact reviews; blogs; spot evaluations; independent mid-term review and final evaluation |                                     |                                     |                                       |                                       |

# How does OM relate to ToC in CDKN?

- Team also uses ToC process – centred around a set of questions, requires some written work but not an impact pathway
- Simple table that forces people to articulate assumptions but also how and when to test these, and how the findings will be used.

| Assumption | Where will it be tested? E.g. Country Projects, Research, Learning question | When will it be tested? | How will the results be used? |
|------------|---|-------------------------|-------------------------------|
|------------|---|-------------------------|-------------------------------|



## Strengths of OM?

- Empowering – intuitive for project workers
- Fine-grained understanding of change
- Facilitates learning and mid-course corrections
- Captures non-linearity
- Escapes need to measure contribution

## Weaknesses of OM?

Extremely data intensive: E.g.

- ‘Marker’ journals for every boundary partner
- Also ‘strategy’ and ‘practice’ journals

Therefore, may be challenging to analyse



# So when may it be appropriate to use...

**The more times you answer 'Yes' the better OM might be...**

Are you trying to understand a broad portfolio/diverse set of activities?

Is there room for adaptive management based on critical and creative thinking?

Are sufficient resources and capacities available for this?

Is the intervention complex, or set in a complex environment?

# Question for you

- What are the potential opportunities and drawbacks of this approach (perhaps in relation to your own projects/programmes, in your contexts)?







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