

OUTCOME MAPPING

AN OTHER WAY TO PLAN AND EVALUATE DEVELOPMENT PROJECTS AND PROGRAMMES

Constant learning for improving the own performance and the behavioural change of project and programme partners are the focus of this method. Outcome Mapping offers an interesting alternative or complementary opportunities to already existing project (cycle) management tools.

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Many development organizations in the field of international cooperation are publishing periodically their achievements. These publications usually point out 'results' as e.g. the following: 135'000 trained farmers, 21'000 persons learned to read and write, 9'000 trained local specialists, 19'000 hectares of forest are managed in a sustainable way, 7'000 programmes for farmers were developed, 230'000 people got access to drinking water, 250 new bridges were constructed, etc. We are quoting these examples in order to illustrate below, how development organizations may be requested to present there achievements in a different manner in the near future.

What development organizations of industrialized countries did for their partners - or in cooperation with their partners in the South and East - is not their ultimate goal. The crucial question is: what will happen in the project area after the end of projects and programmes? Project staff, consultants, experts, donors and sponsors are claiming and hoping to have a lasting impact. Successful self-managed activities of project partners is what all of us are striving for. We want development cooperation, which is more than humanitarian aid. Project objectives such as technical innovations, new organizations and institutions, or improved equipment are not enough. Sustainable development depends strongly on learning processes and changes in behaviour of local people in the project area. Also on the side of the development organization we expect learning processes and changes in behaviour, which reflect learning by doing and adapting to new development contexts.

In future, development organizations have the option to plan and manage projects, as well as monitor and report achievements in another way. They may report for instance: As a consequence of our support, persons, groups, and organizations in 20 regions have managed, to construct, maintain and improve their own drinking water schemes. 30'000 people had access to clean drinking water by the end of the project. In the mean time access to drinking water has increased to 230'000 people in the project area and neighbouring regions. Outside help is limited to a modest contribution in cash and periodical visits from experts in order to gain experience and use lessons learned in other projects. Or another example: 10 countries succeeded by using our support to set-up, manage and maintain technically and financially their own agricultural advisory service.

Until today, planning, implementing, monitoring and evaluation of projects usually focuses at achievements of the project for partners or joint achievements with partners. With Outcome Mapping we suggest an alternative, behaviour-oriented form of project cycle management. Planning, implementation, monitoring and evaluation of projects are focused from the outset on *self-managed* activities of selected persons, groups or organizations, with whom the project cooperates directly. This is of course a greater challenge. Progress may be slower, the failure risk higher, mainly at the beginning. However, the chance of learning by doing is higher and the lasting midterm and long-term success better. This alternative way of project cycle management is a challenging opportunity for innovative development organizations.

LBL offers trainings, counselling and coaching services and organizes exchange of experience in behaviour-oriented project cycle management. The method has been developed at the International Development Research Centre (IDRC) in Ottawa and a manual was published under the title "Outcome Mapping – Building Learning and Reflection into Development Programs" (find more information: <http://web.idrc.ca/evaluation>). In the beginning of November 2005 an introduction and information workshop about Outcome Mapping will be organized by LBL. If you wish further information about Outcome Mapping or the upcoming OM events in Switzerland, please contact daniel.roduner@lbl.ch.

Information and introduction workshop on Outcome Mapping

We offer the opportunity to learn about the instrument and about its possible uses in your activities

In a one-day workshop you will get to know the basics about the new method. You will have the necessary information and first practical contact with Outcome Mapping that allows you to decide whether it is a useful instrument in your work or not. Please contact daniel.roduner@lbl.ch, Phone: +41 (0)52 354 97 69 if you wish further information about the method or the upcoming training.

Three stages of Outcome Mapping (IDRC)

