OUTCOME MAPPING

Reflecting and learning from applications in eastern Africa

IIRR

MEASURE AFRICA

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applications in eastern Africa

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International Institute of Rural Reconstruction (IIRR) is a non-profit, non-governmental organization that aims to improve the quality of lives of the rural poor in developing countries through rural reconstruction: a sustainable integrated, people-centered development strategy generated through practical field experience. IIRR has its headquarters in the Philippines, and a regional center for Africa in Nairobi which coordinates programs for Ethiopia, Kenya, South Sudan and Uganda. IIRR has been at the forefront in building Institutional capacity for development practitioners in monitoring and evaluation systems.

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Measure Africa is a private monitoring and evaluation consultancy firm established in 2004. It is based in Nairobi, Kenya. It aims to provide professional, high quality program monitoring and evaluation consultancy and training services for its clients who include NGOs/NPOs, development partners, private sector businesses, public sector institutions, governments and organizations in Africa and the rest of the developing world.

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IDRC supports research in developing countries to promote growth and development. It works with researchers and innovators in those countries to find practical, long-term solutions to the social, economic, and environmental problems their societies face. To achieve self-reliance, poor communities need answers to questions like: How can we grow more and healthier food? Protect our health? Create jobs? A key part of Canada's aid program since 1970, IDRC supports research in developing countries to answer these questions. IDRC also encourages sharing this knowledge with policymakers, other researchers, and communities around the world. The result is innovative, lasting local solutions that aim to bring choice and change to those who need it most. IDRC's goal is to bring choice and change to the people who need it most.

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Foreword

It is ten years since the Outcome Mapping Manual was published. Projects, programs and organizations around the world have taken it up, sometimes in contexts that surprise its original creators – IDRC's Evaluation Unit and partner organizations.

This book is about Outcome Mapping use in East Africa. The individuals and organizations behind this publication have been involved with Outcome Mapping, and Monitoring and Evaluation (M&E) with other approaches in East Africa for many years. They have trained others, supported M&E efforts, and have conducted M&E themselves. They've worked with community based initiatives, research teams, international organizations, government and consultants. The one-week writeshop they organized to produce this book was a collegial time of sharing experiences, critiquing and revising texts written by the participants.

As explained later, this book is not intended as a manual, or a showcase of "exemplary" practice. Rather, it is a set of cases and reflection on actual practice. The creators of Outcome Mapping expected that the method would be adapted every time it interacts with the reality of a project, and this book documents some of those real-world adaptations. Documenting actual practice of Outcome Mapping serves multiple purposes. The first is to support others' practice. During training sessions, participants often ask for more examples of what Outcome Mapping looks like, what it requires, what and how it contributes to programs and organizations. This book includes experiences in different contexts, sectors, and by different types of organizations. It includes numerous examples from projects' frameworks, because trainees often ask to see what sets of Progress Markers might look like, or how to adapt monitoring journals.

A second purpose is for methodological development. We need to hear about actual use to understand what should be improved both practically as well as conceptually. How are the concepts and tools of Outcome Mapping being applied? To what extent does conceptual basis bear out in practice?

A final purpose connects to strengthening the field of evaluation in the global South. This includes supporting southern organizations to drive evaluation for their own purposes. Documenting practice can help reveal what works for their organizations, and what does not, not just for Outcome Mapping, but also perhaps for M&E more broadly. What is helpful, and what is not? Are there other factors enabling or inhibiting organizations' abilities to use methods like Outcome Mapping, which are intended to help organizations be more effective?

How can M&E most usefully support the evidence-base for positive and equitable development?

Documentation about Outcome Mapping practice has come from different parts of the globe. The Latin American Centre on Outcome Mapping produced case studies of how programs and organizations managed to shift into using Outcome Mapping. Users in the Middle East developed the "Arabization" of Outcome Mapping, including adjusting key terms that needed to be transposed, not just translated, for Middle East and North Africa contexts. There is also a global learning community that stimulates discussion, learning, and innovation (www.outcomemapping.ca). However, when IIRR started a project with IDRC's Evaluation Unit in 2009, there seemed to be a lack of eastern Africa contributions to the global community. This publication seeks to add more East African voices to enrich the global conversation.

Fred Carden, PhD
Director, Evaluation Unit
International Development Research Centre

Preface

This book is not intended as a manual, or a compendium of "exemplary" Outcome Mapping practice. Rather, it is a set of cases and reflections on actual practice in eastern Africa. These cases were not necessarily implemented strictly according to guidelines in the original manual of Outcome Mapping; Outcome Mapping is dynamic and easily adaptable to conform to the reality of a project. There are some cases that have flourished, partly because Outcome Mapping has enhanced implementation while others have struggled both in the project itself and in the use of Outcome Mapping. We hope that by reading about actual experiences, practitioners, trainers and trainees can learn about the benefits and constraints from real-world application.

This book walks the reader through experiences of seven organizations in eastern Africa that applied aspects of Outcome Mapping; a program planning, monitoring and evaluation approach. The cases range from training, to research and development projects. It covers Outcome Mapping application in sectors such as agriculture, health, water, markets development, lands rights and adaptation to climate change. The cases are both national and multi-country initiatives, drawn from the five countries in the region.

Outcome Mapping is a relatively recent approach for designing (planning), monitoring and evaluation that builds learning and reflection into programs. This methodology shifts from assessing the products of a program, for example; books published, workshops given, or poverty or conflict reduced, to outcomes exemplified by changes in behaviors, relationships, actions, and/or activities of the people and organizations with whom the project interacts directly. Outcome Mapping is gaining popularity as a monitoring and evaluation system because of its flexibility and ability to track the progressive qualitative changes programs seek to influence.

In 2009, IIRR requested support from IDRC to increase their capacity to train others and to document experiences of applying Outcome Mapping in the region in order to enhance practice of evaluation and learning. This publication is a product of that request. Other organizations that offer Outcome Mapping training and technical support in East Africa are International Livestock Research Institute (ILRI) and Measure Africa.

This book has four main sections: The first section includes an introduction to the writeshop process and Outcome Mapping. The second section presents seven cases of actual application and how Outcome Mapping has been contextualized in eastern Africa. The third section discusses how Outcome Mapping training has been adapted locally and ends with a presentation of a survey of how it has been used. The book climaxes with a cross-analysis of the experiences and lessons faced by the programs, organizations and facilitators. The final section provides resources such as list of the write-shop participants, organizations sampled, training programs used, and references.

IIRR and its partners will continue to document the application and adaptation of Outcome Mapping in Africa as well as play a lead role in building capacity in monitoring and evaluation practice to promote accountability and learning in development initiatives. This book is intended to share experiences of application and lessons to enhance appreciation. It will also hopefully, encourage similar documentation by others so that the methodology gets grounded in documented practice.

How this book was produced

As part of developing program monitoring and evaluation capacity through application of Outcome Mapping in East Africa, IIRR and IDRC have documented experiences of its users in the region. As an organization, IIRR considers regular documentation of program experiences critical for learning, reflecting and improving on how the organization and other stakeholders do their work. Documentation encourages and guides development workers to replicate and scale up good practices. It can also be used to demonstrate how program development tools have been used and if they worked or not. The writeshop approach, pioneered by IIRR in 1987 for its programs in the Philippines, has been used over the years to produce information and extension material for a wide range of subjects. The process has been modified over the years to suit the needs of different organizations. For this book, a mini-writeshop was used to document the experiences of Outcome Mapping users in the eastern Africa region to highlight how the approach has been contextualized or adapted, what lessons have emerged and the challenges that need to be addressed.

In August 2011, IIRR, International Livestock Research Institute and Measure Africa staff formed a steering committee to spearhead the writeshop process for Outcome Mapping experiences in eastern Africa. From the survey responses, they identified organizations and individuals that had been trained, potential case and developed book outline and case guidelines. The guidelines were sent to the selected practitioners to help them prepare initial drafts of case experiences. Each write-up was expected to include the name and title of the project, its background, location and context in which the project was implemented, why the organization chose Outcome Mapping and how they used the process to plan, design and monitor the project progress as well as the resulting major outcomes of the project. Case representatives were then invited to attend a four-day writeshop between the 6th and 9th of December 2011.

On the first day, results of the survey were discussed and then each invited author presented in plenary an overview of their project and application of Outcome Mapping. The other participants and resource persons then commented and suggested what to highlight from their experience, depending on the methodology of each case. After reworking their text, the authors shared their draft cases and responded to the queries from the other participants. Thereafter, the authors worked one-on-one with the resource persons to ensure that their cases were comprehensive and the technical aspects well articulated. This second review of book content and amendments produced a final draft, which was then submitted to the coordination team.

The emerging issues that are discussed in the cross case analysis section were identified and discussed in plenary. On the last day, participants were requested to suggest titles that represent the cases. A vote was taken on a list of six shortlisted titles and three were selected for final consideration. The manuscripts were then given to the editor for final editing, layout and printing.

Why use the writeshop approach?

The writeshop approach takes advantage of the expertise and experiences of diverse participants. It exposes everyone to new knowledge and practice. It gives them an opportunity to capture, validate, refine, analyze and present their application and adaptation and develop a publication within a short time.

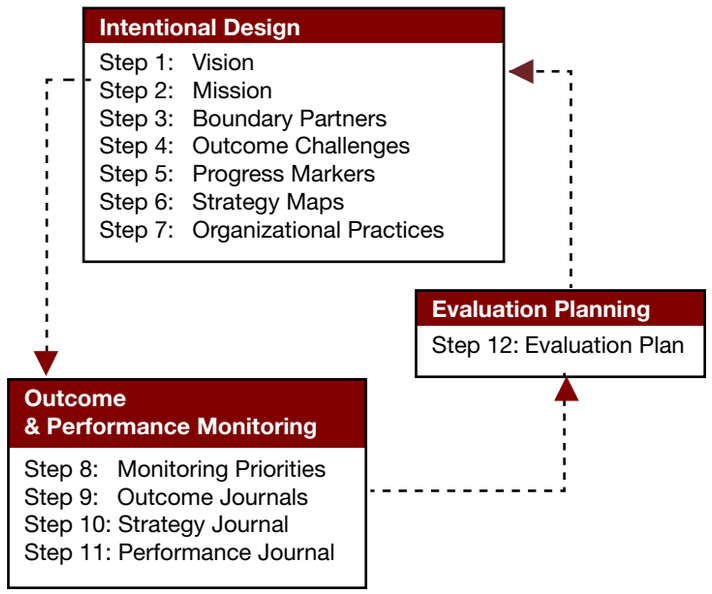
What is Outcome Mapping to us?

This section of the book introduces the Outcome Mapping approach, provides background information on how it was developed and where it has been applied in East Africa.

Outcome Mapping is a monitoring and evaluation methodology for planning and assessing development programs. It is oriented towards socio-institutional change. Outcome Mapping provides a set of tools to design and gather information on development outcomes, defined as behavioral changes. It enables project implementers to focus on a project's influence on the progression of change in their direct partners. This makes it easier for project teams to think more systematically and realistically about what they are doing, adaptively manage variations in strategies to bring about desired outcomes. This approach helps put people and learning at the centre of development while accepting unanticipated changes as opportunities for innovation.

According to Earl et al (2001), there are three stages in Outcome Mapping; developing the Intentional Design, Outcome and Performance Monitoring, and Evaluation Planning. Figure 1 below illustrates how the 12 steps of Outcome Mapping fits into these three stages.

Figure 1: Three Stages of Outcome Mapping



Source: *Outcome Mapping: building learning and reflection into development programs.* Earl et al. 2001

How Outcome Mapping was developed

Outcome Mapping development was spearheaded by IDRC (International Development Research Centre) Canada. The approach has evolved and has been adapted for use in planning, monitoring, evaluation, review and reflection by organizations and consultant training teams. It focuses on people as agents and beneficiaries of change. The originality of the methodology is its shift from assessing the development impact of a program, which is defined as changes in state - for example policy and influence, poverty alleviation, or reduced conflict to changes in the behaviors, relationships, actions or activities of the people, groups, and organizations working directly with development programs. This shift significantly alters the way a program understands its goals and assesses its performance and results. Outcome Mapping applies the following concepts or key words:

Behavioral change: Outcome Mapping defines outcomes as changes in the behavior, relationships, activities, or actions of the people, groups, and organizations with whom a program works with directly. It should be possible to logically link these outcomes to a program's activities, although not necessarily directly caused by them.

Boundary partners: The individuals, groups, and organizations with whom the program interacts directly and with whom the program anticipates opportunities for influence. *Outcomes* in Outcome Mapping are the behavioral changes of these Boundary Partners.

Contributions: By using Outcome Mapping, a program focus is on its contributions to changes in behavior (outcomes). These outcomes, in turn, enhance the possibility of achieving targeted development impacts - but the relationship is not necessarily a direct one of cause and effect.

At its core, development is accomplished by, and for the people. Outcome Mapping establishes a vision of the human, social, and environmental transformation that the program hopes to contribute to and then focuses on planning for monitoring and evaluating what is within a program's direct sphere of influence. The program's contributions to development are planned and assessed based on its influence on the partners with whom it is working to effect change. Outcome Mapping does not belittle the importance of changes in state, such as, cleaner water or a stronger economy but argues that for each change in state there are correlating changes in behavior. (ODI, 2011)

Outcome Mapping application in eastern Africa

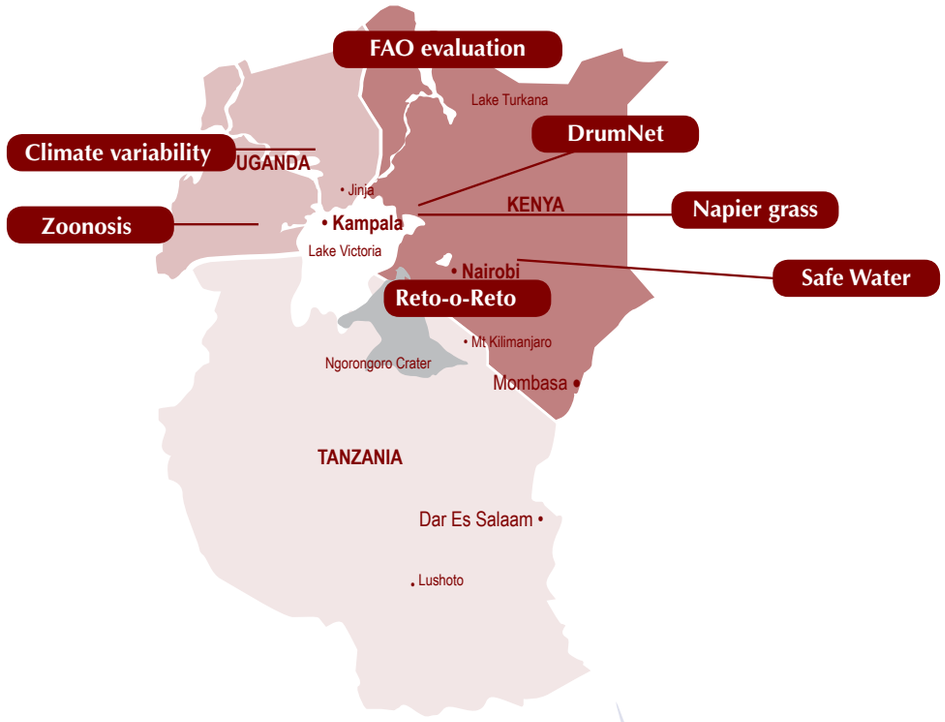
This book presents and uses diverse project case experiences by development, research and private sector organizations. Table 1 below lists the projects used in this book.

Table 1. Names of the projects as referred to in the book and the actual project title

Reference name of project	Full project title	Implemented by
Napier Grass	Napier grass smut and stunt diseases in East Africa	Kenya Agricultural Research Institute
Zoonosis	Reducing the risk pathways and vulnerabilities of wildlife-related diseases using an eco-system approach to health in the cattle corridor of Uganda	Department of Biological Sciences, Makerere University, Uganda
Climate variability	Adaptation to the impact of climate variability on food and health security in the cattle corridor of Uganda	Africa Innovation Institute in collaboration with Makerere University, Uganda
DrumNet	Building a GSM enabled Information, Communication and Transaction System for Small Holder Farmers in Kenya	Pride Africa, Kenya
Reto-o-Reto	Better policy and management options for pastoral lands: Assessing trade-offs between poverty alleviation and Wildlife conservation.	International Livestock Research Institute, Kenya
Safe Water	Safe Water Kiosks Project	International Institute of Rural Reconstruction, Kenya
FAO evaluation	Regional Support Programme for the Coordination and Capacity Strengthening for Disaster and Drought Preparedness in the Horn of Africa – an external review using the Outcome Mapping approach	FAO East Africa Regional Office, Kenya

Reto-o-Reto, DrumNet, Napier Grass, Safe Water, and FAO evaluation have been completed. Climate Variability and Zoonosis were still ongoing at the time of the writeshop. Some of the presented cases were cross-country projects covering five countries. The map in Figure 2. below shows the location of the implementing project leader/organization.

Figure 2. Location of the Outcome Mapping cases



By reading this book, you may get practical perspectives on the application of Outcome Mapping and benefit from actual experiences in eastern Africa. The authors encourage the reader to interrogate and learn from the experiences to improve individual and organizational practice.

Feel free to share your own lessons and adaptations with others in the virtual Outcome Mapping Learning Community: www.outcomemapping.ca

Questions of cause and effect are critical in assessing performance of programs and projects. A key question in the assessment of programs and projects is that of attribution: to what extent are observed results due to program activities rather than other factors? Outcomes interact with each other and the causes of change usually cannot be isolated. It is therefore very difficult for managers to attribute change to specific program inputs and to compare results across different sites or initiatives. Changes in the well being of intended beneficiaries can occur before or after a program ends; they may or may not take the anticipated form; and they may be influenced by the actions of stakeholders who are not considered close to the program. In East Africa, there is growing interest by organizations and projects in Outcome Mapping as a useful tool in addressing issues of attribution and contribution.

The seven cases presented in this book do not necessarily represent the best in Outcome Mapping practice but it is hoped that they will enhance the reader's understanding by providing hindsight advantage, pointing to challenges one can anticipate and ideas of when and how to integrate other methodologies. Outcome Mapping facilitators have extensively used these cases as application examples of the approach in the region.

1 Relating plant disease research to behavioral change

Napier Grass: Integrating Outcome Mapping with Logframe Analysis

There have been questions and suggestions on how Outcome Mapping can be linked or integrated with the more established monitoring and evaluation models. Integration can help teams obtain a more comprehensive picture of targeted system change to enable programs achieve their objectives. In this case, Outcome Mapping has been integrated with the original Logical Framework of a project addressing a plant disease challenge in livestock feed. The disease threatens dairy production systems that depend on Napier grass. The integration helped link strongly research/knowledge generation initiatives with a knowledge-to-action process.

In this project, Integration of the two methods allowed for visualizing relationships between desired qualitative and quantitative changes within the project outputs. It helped to separate the contributions made by the different Boundary Partners towards each output. Relationships and behaviors which can be measured, should also have indicators which are measurable. This case demonstrates how this was done, how it helped achieve the project's objectives and the challenges faced in the integration.

The project

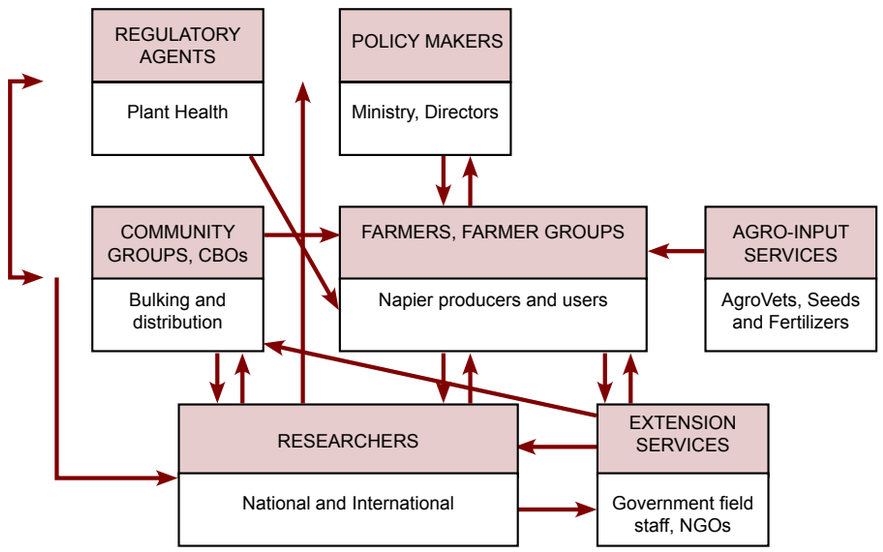
In East Africa, Napier grass constitutes between 40 to 80% of animal feed used by smallholder dairy farmers. Napier grass head smut and stunt diseases[1] are having a serious effect on the dairy production systems in East Africa. Both diseases prevent plants from growing. This results in low biomass that is inadequate to sustain the feed requirements of dairy cows. Researchers have

1 Napier smut is caused by fungus and diseased plants have thin stems with black powder on them. They are also stunted. The disease is transmitted by wind, planting diseased plants and through livestock manure if livestock is feed on diseased plants. Stunting disease in Napier grass is caused by a bacteria (Phytoplasma). Disease vectors such as Leafhoppers, planting diseased Napier, movement of diseased planting materials and poor management practices increase the spread of Napier stunt. Most Napier varieties are susceptible to stunt.

been under pressure from farmers and policy makers to identify or develop disease-tolerant materials. Moving diseased plants from place to place for planting spreads the diseases. This introduces the disease to new areas. The project was set up to map the distribution of the two diseases in East Africa, collect disease-tolerant samples to be evaluated for diversity and tolerance to disease, develop disease diagnostic probes and avail information on genetic diversity, sources of tolerance/resistance and management strategies to farmers.

The objectives were developed in a project log-frame, showing target indicators and performance measures. However, the team realized early enough that it was important to involve all stakeholders in achieving the objectives and developing urgently required solutions to what was emerging to be a complex problem. The complexity was related to the fact that the solution was not just in identifying diseased and resistant feed materials (a technical research activity) but also collecting management information, disseminating that in ways that stakeholders would make use of, while addressing urgent questions and concerns at the same time. Most of these developments entailed behavioral changes among actors responsible (individually and sometimes in teams) for various aspects of knowledge generation and dissemination, production and distribution of relevant information. It was also necessary to observe the production inputs, bulking and distribution of resistant Napier grass, and general plant health in order to monitor progress of the project. Solutions to ensuring clean planting materials were available at the farms required looking at the relationship between their use and spread to other farms through the network of related stakeholders shown in the figure below.

Figure 3. Boundary partners and relationships identified during the project meeting



Outcome Mapping concepts were integrated into the original project Logical Framework template to support the selection of partners and tracking of the outcomes to see how the project was responding to stakeholder needs. With this combination, the project would monitor both qualitative and quantitative results as well as support system changes that would reduce the disease menace. Outcome Mapping would address stakeholder's participation and feedback.

Process

The project team, composed of the country team leaders from Ethiopia, Kenya, Tanzania and Uganda, held a planning workshop alongside key collaborators drawn from the international institutes (ILRI, Rothamsted and ICIPE). An external Outcome Mapping facilitator conducted the workshop. They used the following process:

- Participants were introduced to Outcome Mapping. They developed the Intentional Design (Project Vision and Mission, Boundary Partners, Outcome Challenges and Progress Markers) and the project's strategies to support the outcomes. Later the country teams and their stakeholders separately further examined and refined their respective Intentional Designs to reflect their unique situations. They also identified key constraints related to the disease situation in their countries, possible strategies and agreed on the roles, work plans and methodologies to be used.
- The information was then integrated in the original project log -frame. The targeted quantitative changes were linked with desired behavioral changes among the selected Boundary Partners. The desired outcome changes were seen as supporting the project's purpose, that is, each project purpose element relied on behavioral change (Outcome Challenge and Progress Markers) of related partners.
- Following a stakeholder analysis, the project identified the following groups as Boundary Partners in each country: farmers, policy-makers, extension agents and researchers. In addition, the project component in Kenya added donors as boundary partners, and the Ugandan component added District Agricultural and Training centers, as well as Seed companies.

Tables 2. and 3. below shows the framework linking the LFA goal and purpose with three Boundary Partners (from the Outcome Mapping framework) and targeted behavioral changes (Outcome Challenges).

Table 2. Integrating Outcome Mapping Outcome Challenges with Log frame Purposes

Narrative	Verifiable Indicators	Means of Verification	
LFA goal	Changes in farms or household nutritional, health and economic status		
LFA Purpose (why)	Community participation in project activities, local capacity to manage disease conditions, seeking and sharing tolerant varieties; stakeholder response to information shared; resulting Napier grass productivity and dairy production.		
OM Boundary Partners (BPs, Who)	Farmers	Policy makers	Researchers
BPs' Outcome Challenges	- Adopt improved stunt and smut resistant varieties - Adopt improved disease management practices - Disseminate information to fellow farmers	- Formulate policies to enforce containment of the disease and support mitigation activities. - Influencing donors to fund disease projects and build capacity of scientists - KEPHIS providing a supportive and enabling environment for farmers to produce clean planting materials	- Conduct surveys and map out the distribution of disease incidence and severity in different agro-ecological zones. - Collect, screen and identify tolerant varieties and develop resistant varieties to the diseases. - Bulk clean, high yielding disease tolerant planting materials in disease free sites. - Provide information on management strategies of stunt and smut.

A similar integration helped the teams track changes over time, where reports on changing outcomes (Progress Markers) were related to the log-frame's (LFA) purpose and supporting activities/outputs derived from the Outcome Mapping strategy matrix.

Table 3. Integrating changing outcomes (Progress Markers) with Log frame

Narrative	Means of Verification	OM Progress Markers	
LFA Goal	Changes in farms or household nutritional, health and economic status		
LFA Purpose (why)	Community participation in project activities, local capacity to manage disease conditions, seeking and sharing tolerant varieties; stakeholder response to information shared; resulting Napier grass productivity and dairy production.		
LFA Planned Project Outputs (what)	**Verifiable Indicators**	**LFA Activities**	**Related Boundary Partners**
Disease in Napier grass in selected disease affected areas of East Africa Mapped and clones collected and evaluated for diversity		-Surveys on distribution of smut and stunt -Collect disease resistant Napier grass -Evaluate Napier grass for disease resistance	Researchers Farmers
Diagnostic probe for smut and screening protocols and tools for smut and stunt detection developed		-Develop protocol -Prepare training manual and train scientists on use of probes	Researchers Extension
		-Involved other stakeholders in site selection and surveys -600 Napier clones have been established -Screened and selected tolerant varieties	
		-Support on farm collections, and demonstrations -Self/community based screening	
		-Develop probes and build capacity of the users -Lab operational per partner country for smut and stunt testing	
		-Support communities in continued identification of diseases and resistant materials, for screening, multiplication and distribution -Plant clinics, information desks in market places -Continuous feedback to KARI System of continued disease surveillance and advisory services	

Narrative	Information on genetic diversity, management strategies and sources of resistance to smut and stunt available to stakeholders			
Verifiable Indicators	Improved resistant clones, training manuals and information tools developed and made available			
	Researchers	Extension	Farmers	Policymakers
Means of Verification	- Willingness to share information, tolerant materials and receiving feedback by involving other stakeholders in verifying and selection of tolerant materials -Held field days and meetings to share information -Prepared and distributed leaflet and posters to stakeholders	-Participated in the selection of tolerant materials -Helped farmers access information and bulk clean disease planting materials -Organized Provide information on management strategies of stunt and smut	-They have reported decreased incidence of forage disease on and increase in milk production (by 20%) due to management practices -Farmers have used forums (e.g. Chief's barazas and field days to raise awareness -Farmers evaluated management strategies and ranked Napier varieties	-Departmental heads urge their staff to include disease management in trainings and meetings -Provincial administration using their forums and field days to raise awareness in their area -Additional funding by KARI HQ and other sources -KARI has also identified other sources of funding for work on the stunting disease

Major Outcomes from project

The following changes were observed:

Researchers: They took keen interest in facilitating the participation of other stakeholders in the generation of desired outputs. They also became more committed to collecting data on behavioral changes because the roles and strategies indicated were crucial to managing the problem.

Farmers: They were able to share information on tolerant clones, enhance collection of the clones and propose potential mitigation practices. This was possible because they were given the chance to participate and make decisions which enabled them to develop intermediary solutions to reduce on the disease incidence, increased yields and recovery/rehabilitation of some Napier plots. The farmers could see their role and contribution to the project's objectives.

Policy makers: They were involved at the beginning of the project, during field days and project meetings. This enabled them to understand the national consequences of the disease and the need of giving support to the project team in disseminating information and funding in order to continue research. They also considered the development of regulations regarding movement of plant materials in ways that could support the farmers' mitigation activities while limiting the danger of disease spread.

The integration of Outcome Mapping and Logical Framework Analysis made it possible to demonstrate the relationship between behavioral changes in stakeholders' desired project outputs and outcomes.

Lessons

- It is possible to demonstrate how desired changes in behavior and relationships can facilitate intermediate quick solutions to the challenges.
- Boundary partners are more motivated to participate and share their ideas if they are involved in the generation of the planning and monitoring tools.

Challenges

- It is difficult to integrate separate frameworks because there are different interpretations and challenging links between the elements. Logical Framework Analysis activities and outputs may not have related actors, while Outcome Mapping activities and outputs often do not reflect quantitative indicators.

- It is not easy to measure qualitative development. The tools were inadequate and the process of sampling data, its analysis and interpretation proved difficult.
- Reporting formats of donors and the participating institutions were different and it is not easy to come up with a common monitoring and reporting format. The team requires innovative ways to develop a format that is appropriate and acceptable to everyone.

Tip on integration

The two approaches (Logical Framework Analysis and Outcome Mapping) - have strengths that can enhance project implementation. Integrating them requires developing a template and pre-testing it to ensure that it is acceptable to donors, researchers, institutions and other stakeholders. The developers of the integrated approach then need to build the capacity of other stakeholders to use it. It is important to try developing and modifying outcome Progress Markers by making them measurable for the purpose of measuring change for future impact assessments.

About the Project

The project was implemented between 2009 and 2011, in Kenya, Uganda, Tanzania and Ethiopia in collaboration with four key stakeholders: ILRI-Ethiopia, KARI-Kenya, NALLRI-Uganda and Ministry of Agriculture Food security and Cooperatives (PHS)-Tanzania. Other collaborating Institutions included Rothamsted and ICIPE. The areas surveyed represented similar agro-ecological zones in the four countries. They included low altitude around the Lake Region, medium altitude in Western Kenya and Uganda and high altitude areas in Central Kenya, Western Uganda and Northern Tanzania.

2 Linking research with beneficiary communities

Zoonosis: Organizational practices change research approach to improve information collection

This chapter describes how Outcome Mapping is being applied in a project, explores challenges and offers solutions to manage the prevalence of zoonosis diseases that can be transferred between humans and animals. The chapter also appreciates behavioral and other qualitative changes necessary to reduce the problems the diseases cause. The reader will then see how Outcome Mapping impacts on organizational practice to realize qualitative changes. This case demonstrates the usefulness of using the approach in research projects to plan, monitor and evaluate project outcomes.

The research is being conducted around the Lake Mburo National Park in the southwestern cluster of the Uganda cattle corridor. The cattle corridor is a stretch of rangelands that diagonally dissect Uganda into two parts. The main livelihood is livestock production. The pastoral communities interact with wild animals that cross into their lands on daily basis. The movement is perceived to influence transmission of zoonotic diseases. The project was officially launched in September 2010 but it was not until May 2011, when the project team considered Outcome Mapping for planning, monitoring and evaluation of the project outcomes. The process was supposed to help the project team to capture behavioral changes and other qualitative outcomes during project implementation.

The Process

The project team members, members of civil society organizations, park managers, central and local government officials and community members were introduced to the first two stages of Outcome Mapping during a five-day training workshop. The evaluation stage was not covered. At the end of the workshop, the stakeholders had designed the project Vision, Mission, Boundary Partners, Outcome Challenges and developed indicative Progress Markers journals. Six months later, another workshop was held to revise the material that had been designed during the first training. This helped clarify aspects that were not clear during the initial training. The facilitator used the example of a similar project in Kenya to demonstrate Outcome Mapping tools and Strategy Maps. The group reformulated the project Vision

and Mission to reflect a fresh understanding of the project though Outcome Mapping lens.

Table 4. Reformulated Project Vision and Mission for the Zoonosis project

Original Vision & Mission	Reformulated Vision and Mission
The overall aim of the proposed project is to contribute to the sustainable reduction of health vulnerabilities and risks to prioritized diseases, with special attention to livestock and wildlife related zoonotic diseases, among the pastoralist communities in the Uganda's cattle corridor.	The project is contributing to an achievement of a zoonosis-free Cattle Corridor in Uganda that has thriving communities empowered to protect themselves. In the Corridor, custodians of land for wildlife and pastoral systems manage resources in ways that maximize economic production with minimum wastage, minimum resource degradation as well as reduced zoonotic risk/ vulnerability.
No Mission before	The project mission is to undertake research to identify risk pathways and support the development and implementation of strategies to mitigate against dangers posed by interactions between pastoral livestock production systems and wildlife in the Uganda Cattle Corridor.

During the training, the stakeholders were shown the cyclic connection between problem identification, testing and adaptation, adaptation and entrenching and back to problem identification and exploring solutions. They used a venn diagram to identify Boundary Partners. The point of intersection of the two circles represented program delivery, the circle representing the program depicted program relevance and viability while the circle representing the Boundary Partner depicted program results. The Boundary Partners were then collapsed in similar categories. For example, actors associated with health for both people and animals, into one category: health service providers. To identify Boundary Partners the participants:

- Identified possible actors or stakeholders
- Conducted stakeholder analysis
- Categorized stakeholders (including the subset "Boundary Partners")
- Identified Boundary Partners
- Identified boundary partners of Boundary Partners

The key Boundary Partners identified included; pastoralists, resource providers, health service providers, park authorities and central and local governments.

Although the project is in its initial stages, the team is monitoring the effect of project activities using Outcome Mapping. Observations from perspectives of the project team and Boundary Partners have been captured. The participatory nature of Outcome Mapping has made it possible for communities to allow researchers to capture information on serology (drawing blood for testing) on both humans and livestock while they explored ways of addressing the challenge posed by zoonosis. The following table presents identified boundary partners, their outcome challenges and progress markers.

Table 5. The zoonosis project boundary partners, their outcome challenges and progress markers

Boundary Partners	Pastoralist Communities	Local/Central Government	Park Authorities	Resource Providers	Health Service Providers
Feature	Communities that graze cattle, sheep, and goats on free range around Lake Mburo National Park.	District and line ministry officials	They contribute to better health of pastoral communities around the park	Resource providers mobilize financial/ logistical resources to facilitate project sustainability	Health workers and veterinary agents
Outcome Challenge	Are identifying and pointing out problems; wild life and cattle diseases, pasture reduction, human diseases, that is, brucellosis	Local and central government support supervision	They train communities on issues to do with community conservation, encouraging co-ownership of the wildlife	They ensure there is continued availability of financial and logistical resources for zoonotic disease management	Health service providers recognizing the importance of team work in the management of zoonosis
Examples of Indicative Progress Markers					
Expect to See	Pastoralists understanding better the causes and pathways for acquiring zoonotic diseases	Relevant units of local and central government co-operating with the project	The park incorporating education on zoonotic diseases in community conservation outreach programs	Local media entrepreneurs subsidizing media to support awareness programs about zoonotic disease management	Health service providers participating in meetings
Like to See	Pastoralists are improving their health seeking behaviors	Prioritizing and responding to pastoralists health challenges	Park increasing funding for income generation projects among pastoral communities around the park	CSOs and CBOs redirecting part of their energies to Zoonotic disease management	Health service providers lobbying for reduction in prices
Love to See	Pastoralists willing to sustain the project even after its life span	Increasing health budgets for managing zoonosis	LMNP park increasing appreciation by UWA of pastoralists' vulnerability to zoonotic diseases and other communities around the park	Lobbying government and donors to dedicate efforts and resources to the management of zoonotic diseases	Line Ministries encouraging sharing of information

Outcomes

Outcome Mapping is being used by the project to track key outcomes beyond quantified changes, for example the prevalence rates of the zoonotic diseases and other research based measures. It has also led to researchers changing their approach even in the more 'pure science' part of the project. Previouosly, researchers would send out health research specialists to take blood samples. However, the Outcome Mapping approach pushed the researchers to think about adjusting their research strategy to bring about the desired multiple outcomes. The team engaged Boundary Partners (not researchers) to take the blood samples. The participatory approach led to greater buy-in from the pastoralists, who became more willing to offer their blood samples for human serology and draw blood samples from their cattle - something which was unheard of previously.

Outcome Mapping has also been useful in tracking change among the Boundary Partners especially pastoralist communities and the local governments which supports joint information sharing platforms. The method does this though the involvement of local communities in the process and demystifying the science to ensure research information impacts the lives of communities. Outcome Mapping approach helped the researchers move from producing research knowledge to doing research for development.

Challenges

- Professionals in the team, especially those in pure sciences found it difficult to adapt to Outcome Mapping. They prefer to deal with quantitative measurements identified in the project log frame than qualitative changes described in Outcome Mapping.
- It was difficult to figure out "love to see" outcomes when developing the Progress Markers. Outcome Mapping expects the users to predict a change pathway which is not easy. Circumstances during project implementation may totally change.

Lessons

- There is need for academic researchers to shift from strict adherence to basic research, to the intervention phases of development.
- The approach helps researchers to identify strategic stakeholders, especially the key Boundary Partners that will support the realization of a targeted vision.
- Project outcomes should be reflected in behavioral changes in project stakeholders as well as the researchers (especially their

perspectives). The process requires the researchers to be flexible and accommodative as they work with the local communities.

- There is need to translate the Outcome Mapping terms into a language communities can understand because the approach is participatory.
- The Outcome Mapping framework has potential of influencing the manner in which scientific research is conducted and used.
- It is important to re-examine the content and progress of Progress Markers throughout implementation. Because things that seemed like "like to see" at the beginning, might end up being very unlikely as the project unfolds.
- Outcome Mapping expects flexibility in implementation, and expects that projects go back and re-think their frameworks.

The project

Wild animals, livestock and people share space in the area around Lake Mburo National Park in Uganda. Certain diseases, for instance tuberculosis, can be transmitted between people and animals, both domestic and wild. These illnesses are called 'zoonotic diseases (or zoonosis)'. Although the project was mainly investigating the problem of brucellosis; there were medical and veterinary issues, farming practices, livelihood considerations, economic and political interests as well as the environment itself that needed to be factored into understanding the problem, and derive workable solutions. The IDRC funded project goal is to help improve the health of local people, animals and their environment, based on research findings.

3 Outcomes in climate variability, food and health security

Climate variability: Modifying monitoring journals for effective project implementation

Outcome Mapping was used in this case to affect behavior of Boundary Partners in adaptation to climate variability.

The focus in this case is the modification of the monitoring journals and how the results are used to track and assess progress. The writeshop to produce this book took place a year from project inception and hence some of the outcomes have not yet been achieved.

About the Project

This project is being implemented by the Africa Innovation Institute, in collaboration with the School of Women and Gender Studies, Department of Geography, the Medical School and School of Veterinary Medicine Makerere University, and Gulu University in Uganda. The purpose of the project is to contribute to improved food and health security and environmental sustainability in the Nakaseke and Nakasongola districts. Community-based climate variability adaptation initiatives and supportive policy measures have been developed and enhanced to specifically improve food and health security among rural communities in the Ugandan cattle corridor.

The population of the two districts is made up of pastoralist, mixed crop and livestock farmers, settled crop farmers and fishers. The region is arid, and faces poverty and environmental degradation. The project implementers wished to generate information, share it, and use it to help transform the communities' behavior. They needed to identify and actively engage partners in the adaptation and application of emerging information. Similar to other cases in this book, Outcome Mapping was identified as an appropriate approach to help plan and track the movement of knowledge into action.

The Process

A stakeholder workshop was conducted to train the stakeholders on the Outcome Mapping approach. Participants included; the project team,

the four categories of farmers (crop and mixed farmers, pastoralists and fishers), the District officials (both political and technical) and the NGOs. The stakeholders worked in their respective groups while developing the OM framework. The District Council is mandated to initiate bills and enact laws; the farmers are the beneficiaries of the project while the identified NGOs are service providers in various skills ranging from group formation and dynamics, agricultural extension, water, sanitation and health among others. Outcome Mapping training is such that participants gain hands-on experience in developing the contents of the project's Intentional Design. A comprehensive Vision and Mission helps to address all aspects in the Outcome Mapping template, such as WHO will do WHAT with WHOM and HOW?

Box 1. The Vision and Mission statements of the climate variability project

Vision

The project envisions improved food security whereby pastoral, mixed, crop and fishing communities in the cattle corridor produce, consume and access enough food; have improved health security characterized by a reduction in occurrence of human and animal diseases; are more knowledgeable on the past and current trends of climate variability, have the capacity to adapt to the impacts of climate variability to become resilient and achieve sustainable livelihoods with increased assets and incomes for better living conditions. The project also envisions rural communities that have the capacity to conserve their environment and natural resources through improved land use practices and policies such as afforestation, organic farming practices, etc. and a situation where local government, communities and civil society work together to develop initiatives that support the adaptation and resilience of rural communities to climate variability; and such platforms continue to generate information and analysis for improved adaptation and resilience of rural communities in Nakaseke and Nakasongola Districts.

Mission

The project exists to promote, develop and enhance the capacity of rural communities in the cattle corridor to adapt to effects of climate variability by using an interdisciplinary approach.

The project will provide and support a platform for sharing innovative community initiatives, approaches and appropriate technologies to mitigate effects of climate variability on food and health security in Nakaseke and Nakasongola districts. Multi stakeholders will be supported to get involved in influencing policy that will promote sustainable environment, through advocacy campaigns.

A model village approach will be used for demonstrating community-based livelihoods' resilience and adaptation strategies.

At the Intentional Design workshop, the project team and partners chose to use a modified version of Outcome and Strategy Journals that combine the two aspects of program progress. The format and content developed after a couple of months is shown in Table 7. After developing them, a field trip was undertaken to share the draft plans with District Boundary Partners, NGOs and the four categories of farmers. Discussions with the project stakeholders and partners during the field visit and guidance from the facilitators helped the project team to refine the focus of the project mandate, and outcome objective as per the approved project document and budget.

Table 7. below, gives an example of the information needed for farmers as Boundary Partners (the same was developed for District local government, and NGOs/Community Based Organizations), their roles and their Outcome Challenges.

Table 7. Example of Boundary Partners, their roles and Outcome Challenges

Boundary partner	Who they are, Current Roles	Outcome Challenge
Farmers	These constitute the landowners and communities that utilize the natural Corridor's resources (land, water) to grow crops, raise animals (pastoralists) as well as fish. The project will work with these partners through representatives of four key farming communities – crop farmers, mixed enterprises farmers, pastoralists, and fishers.	Despite the trends in climate variability, communities are capable of producing, consuming and accessing more food. This is happening as a result of the farmers proactively convening meetings and seeking information and solutions from the project, other partners or stakeholders to the impacts of climate variability on food and health security. These farming communities are utilizing stakeholder platforms routinely for generation and sharing of information on climate variability and systemic pressures and their impacts on food and health security. They adapt technologies, practices and guidelines for management of selected climate sensitive vector-borne human and livestock diseases. The farmers take part in the identification of adaptation options to the effects of climate variability and systemic pressures on food and health security and positively adapt recommended strategies. The communities avoid farming practices that predispose the corridor to the negative effects of climate variability.

The project has applied and adapted all the steps of the Intentional Design. The final stage of Evaluation Planning is yet to be conducted in the second year of the project.

Climate variability issues are inherently complex, which is reflected on the project as well. However, the Outcome Mapping approach demands participatory decision-making, formulation of realistic Progress Markers and mapping change. The Boundary Partners have been able to internalize the otherwise complex issues of the project and appreciate the project interventions that are based on action research. The farming communities selected the research agenda. By the end of the first year of the project implementation, the monitoring system noted changes in the knowledge and practice of farmer communities. The practice of farmers attending platform meetings, raising questions and concerns on food and health security marks progress at this level. So far, one such platform of representatives of the four farmer categories (crop and mixed farmers, pastoralists and fishers) has been established.

As mentioned earlier, the outstanding aspect in this project was the adaptation of journal formats that combine outcomes and strategies to track changes. The journals are filled in by project staff, based on the data they collect during focus group discussions, household surveys, and other interactions with the boundary partner. The format of the progress made with the farmers by the end of the first 12 months is shown in the table below.

Table 8: Climate Variability Project: Outcome and Strategy Journal used to record progress made with farmers

Progress Markers (indicators) (Number and description)		Evaluate achievement; achieved? How well?	Evaluative comment: why the evaluation? What evidence
The project expected to see the farmers			
1.	Attending platform meetings and participate by raising questions and concerns on food and health security	10%	- One (1) platform of representatives of 4 farmer categories established - Plans are underway to establish 3 levels of platforms; a) community-based, b) sub-county level (at resource centers), and c) district level
2.	Sharing information in platform on past and current trends and impacts of climate variability on their practices and production	10%	During FGDs and household surveys, farmers presented information on the evidence of climate variability; climate change trends; and impacts on their practices and production
3.	Taking part in developing options for adaptability, supporting discussions in ensuring what was suggested was practical and applicable	10%	During FGDs and household surveys, communities enumerated coping mechanisms to the effects of climate variability with respect to food and health security, livestock and human wellbeing.
The project would have liked to see farmers			
4.	Developing implementation strategies and plans, allocating each other (and other stakeholders) roles and assignments that will ensure implementation of the suggested practices	0%	These will happen when the platforms become functional
5.	Implementing suggested strategies in their farms, pastoral and fishing sites, even if on pilot basis with targeted areas of farm sites	0%	The documented strategies will be shared in the platforms and piloted in second year with other candidate options, in participatory manner with communities at the resource centres and designated demonstration sites
6.	Contributing to monitoring systems or bringing information on impacts (successes, failures, unexpected developments) of the suggested adapted approaches and suggesting innovations to improve their implementation	0%	This will be organized when the platforms become functional
7.	Expanding suggested practices to the whole of their farms and other non-target farm sites. Farmers are using their own resources and initiatives to implement the adaptation strategies	0%	- These will be monitored, assessed and reported in future reports - District extension staff have heard farmers talking well about the importance and timeliness of the project, and its unique, unconventional approaches

Progress Markers (indicators) (Number and description)		Evaluate achievement; achieved? How well?	Evaluative comment: why the evaluation? What evidence
8.	(On their own) promoting the platform objectives to other farmers and encouraging attendance or formation of similar platforms elsewhere	0%	District extension staff have heard farmers talking well about the importance and timeliness of the project, and its unique, unconventional approaches
9.	(On their own) mobilizing and bringing in other stakeholders (culture guardians, local CBOs, lobbying central and local government and policy-makers, new projects in their areas, etc.) to support the objectives sought in developing and implementing adaptation mechanisms	0%	These will be monitored, assessed and reported in future reports
10.	Farmers routinely adapt technologies, practices and guidelines for management of selected climate sensitive vector-borne human and livestock diseases	10%	During FGDs and household surveys, some of the coping strategies documented include stocking drugs, buying mosquito nets etc.
The project would love to see the farmers			
11.	Taking 'substantive ownership' of the platforms, using them to share information on climate variability, impacts on adaptation of agreed practices and developing adjustments accordingly	0%	This may happen if the platforms become functional and effective
12.	Instituting self-monitoring mechanisms (not-project dependent) to support implementation of agreed practices; supporting adoption and enforcement through their own 'reward and punish' systems	0%	This can happen if supported by necessary by-laws and local administration staff
13.	Inculcating adopted strategies in their routine agricultural, pastoral and fishing practices; making it part of their culture	0%	If the outcome of the strategies are impressive, they are likely to embrace the strategies in their routine activities

Table 9: Strategies used to support the farmers

Describe the activity:	Outputs:	Effectiveness of strategy:
Discussed with representatives of farmers the plan to establish resource centers as platforms for sharing information and conducting pilot interventions on adaptation strategies	Presentation was made on the expected outcomes of the project, and opportunities for success through establishment of platforms	Effective. The representatives of farmers telephoned to show their appreciation for the project, and made suggestions on possible locations for the resource centers
Sensitized the village leaders on the objectives of the project and the roles and responsibilities they are to play	Village leaders were given the print out of the highlights of the project, followed by verbal discussions	Effective. The leaders promised to support the project as much as possible. This was demonstrated in their active mobilization of households and providing guidance during field data collection
Lobbied (at a feedback workshop) the district leaders for the implementation of by-laws or ordinances to enforce the best-bet practices to mitigate the effects of climate variability	Presentation made to district leaderships on the various evidence-based information on effects of climate change and variability, and implications of taking no action to mitigate its effects	Very effective. District leaders shared information with their colleagues and became interested in attending subsequent project meetings. - They invited us to address the district councils, in their next sittings after election
Lobbied district administrations to identify suitable localities for establishing the resource centres as platforms for sharing information on climate variability effects	Made presentation on this during a feedback workshop to plan, update M & E framework, and define roles and responsibilities	Effective. This idea was widely endorsed. Consultations were made between the representatives of farmers and district leaderships

Challenges

Tracking progress through Outcome Mapping processes can reveal unexpected issues within communities. Because of this, there is a strong temptation to address these in the Strategy Maps along the way. It is the responsibility of the project team to remain focused on the project objectives when a need to adjust the project plans arises. For instance, during the Boundary Partner/stakeholder consultations, the project found that termite infestations had become a menace. This became a priority to the farmer Boundary Partners and the project had to respond urgently for damage control.

Being responsive and adaptable, while maintaining focus on project priorities, has been assisted by attentive management and support from the Outcome Mapping facilitators and IDRC partners. This support has also resulted in behavioral change within the project team members in their knowledge and practice of Outcome Mapping, and by learning to accommodate flexibility while remaining focused on the mandate of the project objectives.

Lessons

- Integration of the Logical Framework Analysis with Outcome Mapping enhances the monitoring and evaluation procedures. It facilitates capture of both quantitative elements of the indicators and the qualitative Progress Markers.

- Outcome Mapping improves ownership of the project among the Boundary Partners because the Progress Markers are easier to trace. The Progress Markers are more relevant to their lives compared to the quantitative indicators. The participatory nature of our application of Outcome Mapping helped to unearth many hidden issues in the communities, by interactions with communities through the farmers' platforms; a lot of learning takes place for all involved in the project team.

- Since the project was also designed to use the eco-health approach, adaptation of Outcome Mapping in the monitoring process required the project team to interact much more intensively with the community than it would have done in a typical research project. This resulted in the project team being asked to respond to community priorities such as termites' infestation. In this case, the research project was immediately seen as relevant to the people's lives. This builds credibility and trust of the Boundary Partners towards the project and team.

4 Outcome Mapping transforms relationships in value chains

DrumNet –Success in use of Outcome Mapping: vision development during project implementation

The DrumNet Sunflower project of western Kenya shows how the Outcome Mapping framework and process can be used to highlight relational constraints in a value chain. The constraints were transformed to enhance benefits going to the smallholder farmer groups despite their poor, disadvantaged position in the chain. The project targeted sunflower producers in eight districts in Rift Valley and western Kenya. It was initiated to build a GSM-enabled (cell-phone communication based) information, communication and transaction system for smallholder farmers. The project addressed the information needs of all actors in the production, processing and distribution chain.

An initial assessment revealed the following about the different actors:

Small holder farmers: Were not aware of available market opportunities or market prices and often sold their produce at throw-away prices. They did not have the capacity to obtain credit to buy farm inputs because they could not guarantee repayment.

Sunflower buyers: Were unwilling to incur expense for collecting scattered small quantities of sunflower seeds spread over the eight districts.

Input suppliers: Did not stock adequate amounts of planting materials (seeds, fertilizer and agro-chemicals) due to low demand. There were high warehousing costs for the slow moving goods.

Clearly, lack of demand and supply information led to poor and inadequate production, lack of market and credit services. An efficient information sharing system or a platform that could support communication between the farmers and buyers, and responsive input and credit services would enhance sunflower production to the benefit of all the actors. This was the main objective of the GSM project, named DrumNet by Pride Africa, the project implementers.

Value chains are classic examples of systems where business actors are linked through relationships that determine the value generated by the entire system as well as benefits derived by each of them individually. The chain

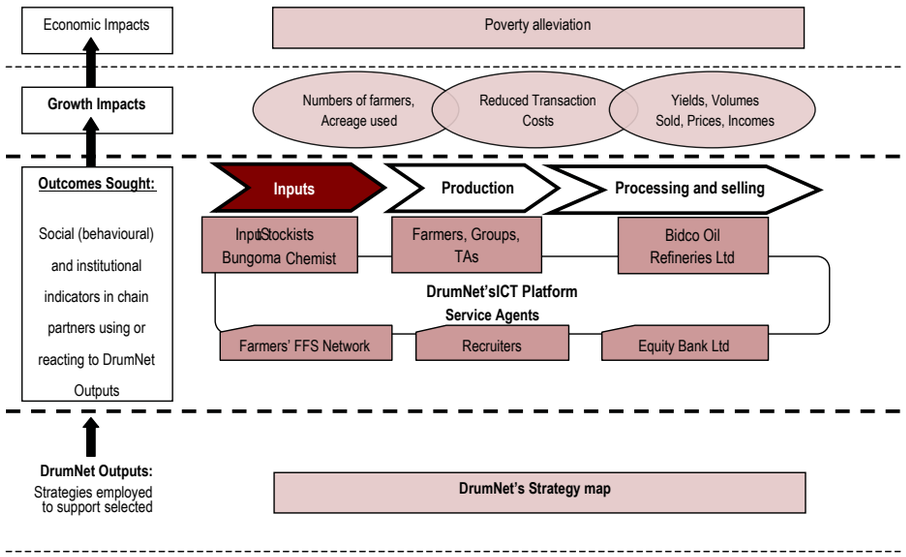
actors were; the sunflower producers in the targeted districts, Bungoma Chemists (input provider), Equity Bank (micro finance agent) and Bidco Oil (buyer). The actors required instant communication – GSM (mobile phone) technology and the internet to share their requirements and offers. The DrumNet project was initiated by and BidCo Oil Co., which developed the proposal for IDRC funding. To support and monitor effective use of the GSM platform for mutual benefit, the project team found it necessary to clarify the roles and responsibilities of the different actors through Outcome Mapping.

Process

Upon securing funding for the DrumNet project in 2006, the project's Intentional Design was developed in a three-day workshop attended by representatives from Boundary Partners and relevant government agents (after the initial session with the Boundary Partners and strategic partners helps the implementing agency to consider the need to draw others in as Boundary Partners). The stakeholders built a common vision, identified the supply chain Boundary Partners and targeted behavioral changes. The project's participatory process was to be supported through appropriate use of the ICT platform and accompanying information exchange system.

The supply chain arrangements and sought areas of change (outcomes and growth changes are shown in Figure 3. below.

Figure 3. The DrumNet Sunflower Supply Chain map and outcome/impact model



The stakeholders developed the Vision, Mission, Boundary Partners and Outcome challenges in the framework shown in Table 10 below.

Table 10. DrumNet's Vision, Mission, Boundary Partners and their Outcome Challenges

Vision

Farmers engage in marketing and value-added activities on their land, through advanced technological communication leading to increased household incomes. The farmers relate with buyers, the financial services, and input suppliers through effective and efficient communication systems and are able to get predictable and usable market information (markets, quantities and qualities demanded and prices). The farmers use these information systems to reduce production and transaction costs and hence increasing production and related households' incomes. Other supply chain actors using the advanced communication systems to support appropriate production, distribution and marketing seeds and providing requisite information to enable the farmers to address related problems.

Mission

To facilitate a supply chain system of interactions and transactions among input suppliers, smallholder farmers, financial services, and buyers of farm produce. In addition to this, the mission is to develop a supply chain information management system through which all actors mutually benefit through product and financial flows that ensure the chain functions effectively and efficiently to benefit each one of them.

Boundary Partners	Outcome Challenge
Farmers through their Transactions Agents (TAs, Farmer-Groups' representatives)	-Coordinating the farmers' production, management and harvesting, and arranging for delivery in accordance with the contract with the buyers. -Communicating with the ICT platform, and coordinating group banking activities
Bidco Oil Co, the main sunflower buyer:	Providing a predicted market (collecting, grading and transporting harvest from farms paying guaranteed price)
The Regional FFS Network (the area's farmer umbrella lobby group)	-Strongly supporting and strengthening the farmers' negotiation powers with other actors in the chain. -Encouraging and supporting as many sunflower farmers to participate in the supply chain
Equity bank Ltd credit supplier and banking services provider	-Facilitating transactions involving cash transfers from the buyer and to all other actors of the supply chain. -Accommodating the smallholder producers in their client portfolio and supporting credit to be paid from sunflower sales
Bungoma Chemist and affiliates (input suppliers)	-Making available high quality inputs for the farmers. -Ensuring the inputs are timely available. Accepting credit terms whilst charging minimum service costs

The workshop did not develop monitoring journals and evaluation plan. The facilitators showed the participants how to develop and use them but the chain actors and the project teams found them burdensome. However, during the meetings, the facilitators filled the forms and used them to assess progress and identify any needed changes to the project implementation. The facilitators used the information to describe behavioral changes and the effects of mobile phone communication.

Outcome Mapping was selected to address behavioral changes among the chain actors and establish relational arrangements that enabled small scale sunflower farmers to get inputs, marketing, and credit services, reduce their transaction costs and increase their net benefits. The process identified behavioral changes and supporting strategies, activities and outputs of the system actors (boundary and strategic partners). Performance indicators tracked progression and developed learning and adjustments. The project was able to collect and share relevant progress information, and show where the project needed to take corrective actions.

Major outcomes

Outcome Mapping demonstrated roles, functioning and relationships between the chain actors. The end of project evaluation revealed that some behavioral transformation had occurred. Through timely communication, improvements were made that resulted in an increase in farmer group recruitment, sunflower production and delivery. However, the coordination was not timely because the different actors were not using the ICT platform properly.

The review meetings revealed that absence of crucial players such as researchers (for development of appropriate planting material) and government policy structures reduced the sustainability of the project. The project had tried to engage with these actors without success.

The Outcome Mapping framework enabled the project team to observe those that defaulted on agreements and contracts. For example, some farmers side-sold their harvests to middlemen and other traders, violating the arrangement between them, Bidco and Equity. They forgot that they had taken inputs on credit to be paid through proceeds from the harvest. Bidco Oil Co. also changed its collection routines, as well as altering grading and pricing systems without consulting the producers. Even the Bank changed their rates of financial services, pointing out that these were driven by forces external to the supply chain arrangements and previous agreements could not be adhered to. Moreover the different branches of the same bank had different operating arrangements that affected the farmers' expectations in some of the districts. This clearly showed that competitive and individual interest continued to prevail despite DrumNet's coordination efforts.

System transformation achieved by the end of the project is presented in Table 11. below.

Table 11..Outcomes (behavioral changes) targeted, achieved, un-achieved by the DrumNet project

Boundary partners	Outcome Challenges	Outcomes achieved	Outcomes un-achieved
Farmers through their Transactions Agents (TAs, Farmer-Groups' representatives)	-Coordinating the farmers' production, management and harvesting, and arranging for delivery in accordance with the contract with the buyers -Communicating with the ICT platform, and coordinating group banking activities.	All farmer groups have TAs. The TAs mobilized farmers increasing participation. They registered old and new groups, increasing membership renewal rates from 14 to 36% of the contracted total. Many of the TAs served farmers at their own cost	-Use of mobile phones to communicate with the ICT platform Increasing size of land allocated to sunflower production -Delayed raising of groups' collateral to release credit for input supplies -Side-selling to alternative buyers and thus dishonoring of contracts terms
Bidco Oil Co, the main sunflower Buyer:	Providing a predicted market (collecting, grading and transporting harvest from farms paying guaranteed price)	Bidco continues to provide a ready market. They purchased all sunflower produced and offered for sale. They have as also honored payments for all deliveries	-Making even earlier payments (as indicated in initial contracts) and offering higher prices -Collection of all harvested sunflower as soon as it was ready -Supporting some of the brokers buying sunflower directly from farmers
The Regional FFS Network (the area's farmer umbrella lobby group)	Strongly supporting and strengthening the farmers' negotiation powers with other actors in the chain. Encouraging and supporting as many sunflower farmers to participate in the supply chain	The network has promoted interest in the adoption of the model for the production and marketing of other crops that FFS supports	-Diminishing interest and function before the project was over -Constraints due to inefficient and costly NGO approach
Equity bank Ltd as the credit supplier and banking services provider	-Facilitating transactions involving cash transfers from the buyer and to all other actors of the supply chain. -Accommodating the smallholder producers in their client portfolio and supporting credit to be paid from sunflower sales	Allowed waivers of stringent terms and measures in pilot sites to encourage use of services. Has spread service to other branches and disbursed payments as soon as received. Continue to maintain farmers' accounts even at no cash benefit	-Developing and providing favorable terms for farmers -Institutionalizing the changes -Playing role in enforcing the contract terms.
Bungoma Chemist and affiliates as the input suppliers	-Making available high quality inputs for the farmers -Ensuring the inputs are timely available. -Accepting credit terms whilst charging minimum service costs	Ensured inputs were supplied and production supported. They decentralized services placing inputs within easier reach of the farmers, reducing their production costs	Providing preferred seed varieties and lowering the price of fertilizer

Lessons

- Outcome Mapping helped identify both individual and system-wide constraints and behavioral changes required to enhance the benefits. It is valuable where the quality of actor relationships is important in achieving the desired change.
- Involving a wide range of stakeholders helped to identify the role of missing actors crucial to the system development and ways of reaching them.
- Lack of monitoring journals did not hinder collection of information for sharing during the review forums as routine collection of relevant information can be compiled and shared during the meetings.

Challenges

Some of the challenges facing the project team include:

- Facilitating diverse business activities in participatory forums where there is free sharing of information. This threatens individual powers and interests.
- Developing forums and communication systems that serve actors with different education level, interests, capacity and even geographical considerations.
- Developing and sustaining behavioral changes that result from actors that move away from the common vision. This happened when actors violated contracts and agreements due to changes external to the supply chain arrangement.

Enhancing Supply & Value Chains

Supply and value chain systems are by design, relational arrangements through which respective actors share information, products and technology. When the systems involve inadequately capacitated (or resource poor) stakeholders such as small-scale farmers, traders, processors and consumers, it is useful to establish participatory forums where information is freely shared and the stakeholders collectively develop solutions. This will result in product flows that reduce wastage and inefficiencies, tracks financial flows and enhance distribution. In the case of DrumNet, the inadequate and inconsistent supply chain information was corrected through an ICT-GSM communication system.

5 Influencing outcomes to support pastoralists livelihoods

Reto-o-Reto: Success in Outcome Mapping use: vision development beyond project lifetime

International Livestock Research Institute (ILRI) researchers and representatives from the Maasai border communities in Kenya and Tanzania, worked closely in a project that is considered one of the most successful projects in influencing behavioral change, toward institutional and national policies. This case demonstrates how Outcome Mapping can be used to support the application of knowledge coming from research processes. It also includes an interesting story about "love to see" progress markers.

Reto-o-Reto is a Maasai phrase for, 'you help me, I help you'. The project was a follow-up to years of research-oriented activities on wildlife and pastoralists land use and how they affected the animals and livelihoods of affected communities. International Livestock Research Institute implemented the three-year Belgian government funded project in five pastoral areas of Kenya and Tanzania.

Prior to this project, years of research had produced academic outputs with little feedback to communities or use of outputs for outcome and impact. The affected communities were not involved in the data collection process. Outcome Mapping was used to help researchers, community facilitators and Boundary Partners (Community Organizations) to think through the outputs that contribute to outcomes and impacts that favored the rural communities. Those involved applied the knowledge gained from the research for the community's benefit, hence the name Reto-o-Reto.

The project team initially learnt about the Outcome Mapping methodology from the IDRC website. They identified the steps for the Boundary Partners (selected working partners) and equipped them with the information and tools to contribute to enhanced livelihoods.

The Process

Developing the Vision. The researchers recruited and engaged representatives from the local community. Together, they developed a vision related to emerging land use and identified other essential partners and the desired behavioral changes. Through this participation and ownership of the vision development process, progress was realized in enhancing community interests in land use changes affecting their livelihoods. The pastoralists are now pro-active in trying out new land management practices and bringing information to the attention of policy-makers.

Outcome Mapping provided useful tools for mapping out desired outcomes for the researchers, communities, policy makers and other stakeholders. These are listed in Table 12 below. The approach also identified activities that would ensure realization of these outcomes (see the Strategy Map).

The identified Boundary Partners included the community leaders who were considered local land managers, government officials in charge of land use approvals and implementation of land policies, donors, development agents, and research teams who were referred to as Information generators.

The desired outcomes for each of the identified Boundary Partners are shown in the following tables of Outcome Challenges and Strategy Matrices.

Table 13. Reto-o-Reto Boundary partners and their Outcome Challenges (Kitengela site only)

Boundary Partners:	Outcome Challenges
Local land managers: Community organisations (KILA, self help groups)	The project intends to see communities engaging researchers and policy makers willingly using information in day to day activities. The local communities took an active role in discussions on declining wildlife and livestock and threats to pastoralism and wildlife movements The project intends to see community members cross breeding their livestock to increase production, and to be able withstand local condition. The project aims to see pastoralists getting involved in wildlife related income generating activities and wildlife conservation. Communities are willing to keep their land open to promote livestock keeping and wildlife conservation The project intends to see community organizations taking leadership roles in discussions and actions that are priority to the community needs, and are actively involved in exchange visits and sharing knowledge with other pastoral communities worldwide
Local to national policy makers: **Local and national government organisations (Livestock, Lands, Environment, KWS, Kajiado County Council)**	The project intends to see local and national government organizations using information gathered by community to determine critical livestock and wildlife corridors and fenced out land The project intends to see that local and national government organizations developing and implementing land use plan that integrates improvement of pastoral livelihoods and conservation of biodiversity through better management of the park and community grazing lands south of the park and that environmental considerations are also incorporated in the plans
Investors: Donors and development partners (USAID, Belgian DGIC, World Bank, IDRC)	The project intends to see that donors and development agencies engaging and supporting financially community lead initiatives that seek to improve the livelihoods of the community and biodiversity conservation

Outcome Challenges	The project aims at national and international focusing their research on problems voiced by communities and other local and national Boundary Partners. The researchers will build capacity among community members, development partners, national partners and post-graduate students on the trade offs between poverty alleviation and biodiversity conservation They will provide new and more accessible information on: 1) the trends in livestock, wildlife, land use, pastoral livelihoods and land tenure and report this information to Boundary Partners at local to regional levels, 2) the consequences of these changes for wildlife and other aspects of biodiversity, 3) changes in pastoral economies, challenges faced by pastoral families and returns to land, and 4) scenarios of the future, including trade-offs between poverty alleviation and wildlife conservation Engagement by wider research community through facilitators on priority research problems, particularly ILRI animal health and genetics programs. As a result, there would be strong and repeated feedback from researchers to Boundary Partners on research results. Support and review of action plans developed at the community and national levels to sustain pastoral lands and livelihoods and biodiversity conservation
Boundary partners:	Information generators: Community, national and international researchers (KILA members, KWS, DRSRS, University of Nairobi, Louvain, UCL, CSU, Utah)

Table 14. Progress Markers and progress for Boundary Partner group 1: local land managers: community organizations (KILA, Self-help groups)

Boundary Partner: Community Organization: The Program	Progress and evidence (Just indicate Achieved or Not and link to evidence)
Expected to see	
Community members are familiar with goals of this project, know ILRI and what it does	Achieved: Briefs from APM e-news, Can the lion lie down with the lamb?
Community members invite ILRI Community Facilitator to their meetings	Achieved: Facilitator has been invited to more than 50 community meetings in the last 3 years
Would have liked to see	
Community tries to influence the decisions of Kitengela households on livestock husbandry, and wildlife conservation (through meetings, individual contacts)	Achieved: Leaving the land open through lease program (TWF, FoNAPP and policy briefs, Kristjanson et al., 2002, Nkedianye 2004) buying of breeding bulls and rams
Community committee comes to the Community Facilitator for more information about livestock and wildlife movements, land use and open space.	Achieved: Number of meetings, training of community members in Mapping land use changes and also collecting ecological data Participatory-GIS, posters, emails from TWF and KWS
Would Love to see	
Community takes proactive decisions about improved land use and livelihoods trade-offs based on project information	Partly Achieved: Acquiring of improved breeds by members of the community (45 young bulls and 6 breeding rams from Kapiti farm. Meetings with NEMA and cement factory on filling of queries, enrolment to lease program, conservation of wetlands Establishment of Cultural Manyatta (supported through community exchange visits ILRI website.
Community goes to the government and tries to influence policy (the land board, officer in charge at the district level)	Ongoing: Community, researchers (ILRI, Utah and KWS) and county council meeting with DC (January 2005); Meetings between community, Kenya Wildlife Service and Ministry of Lands -planning meeting with government officials, distribution of information from community to government officials, consultative meeting between stakeholders and Ministry of Physical Planning
Community attract funds to support monitoring of land use and wildlife	Achieved but seeking more support: TWF, FoNAPP and fund drive for wildlife consolation scheme US Ambassador speech, World Bank Proposal and Local Community and discussions on World Bank field visit, of IDRC VP visit to Kitengela)

Table 15. Progress markers and progress for Boundary partner group 1 - Local land managers: Community organizations (KILA, self help groups)

Strategy	Causal	Persuasive	Supportive
Strategies and Activities Aimed at the Boundary Partner group	-Provide much better information on wildlife corridors, fencing activities, land lease -Maybe provide seed money for KILA office	-Train some local community members in GPS and GIS so they can monitor the lease programs and fences -Collect information on wildlife with researchers and communities together -Facilitated community members to find better livestock breeds	-A community facilitator in place that supports community needs and activities -Support to Kajiado Wildlife Forum
Strategies and Activities Aimed at the Boundary Partner groups' Environment	Influencing the government not to fence the park	-Smaller meeting and larger meeting to facilitate dialogue among different groups about cross-cutting issues and the successes in different areas within Kitengela -Radio programs in Kiswahili and vernacular programs-Kenya Broadcasting Corporation	-Support to the Kajiado Wildlife Forum -Influence the DDO and DDC about problems that community faces

The identified project activities have led to a shift in the relationship between communities, scientists and the policy makers. Outcome Mapping, as an approach, supported this shift and made it possible to track the behavior change. The change involved the communities' enhanced ability to demand, generate and apply relevant knowledge to engage policy makers on issues of land division and development. By the end of the project, policy makers had a working relationship with communities in policy formulation processes that rely on research information.

The project implementers held review meetings every two months to enhance communication among partners. The facilitators used this time to obtain feedback from the communities and Boundary Partners and, to share new information from the researchers. The participatory approach of Outcome Mapping helped the partners to clearly understand their roles and their new relationships.

The researchers shared information on how different land use affected the rangelands, livelihoods and biodiversity, through journal articles, conference papers and presentations and the ILRI website. The project also produced maps and policy briefs to promote the project activities and influence policy change. Other channels of communication including radio programs and posters in local vernacular languages were used to disseminate information on various practices for effective resource management.

The aspect of 'love to see' Progress Markers was their achievement much later after the program had ended. This was the development and implementation of a Government initiative referred to as the Land Use Master Plan (2010), which protects community interests. This policy now forms a fundamental reference point for all expansions into the Maasai rangelands in Kenya and has influenced the adoption of similar policy approaches in Tanzania. The "love to see" progress markers for policy influence were not fully achieved by the end of the project but later, the related policy was changed, in line with the research findings and the communities interest that had been identified in the project vision.

Outcomes realized and the value of Outcome Mapping for the project

- This project has contributed to better management of rangelands, which accommodates both livestock and wildlife.
- Evidence-based policies have been produced. These are unique because they consider community perspectives.
- The accommodative nature of communication forums that took place during the project and the sharing of concerns and interests by all actors (communities, private developers, organizations interested in natural and environmental conservation, the government and development partners) is key testimony of how they all developed towards a common vision.
- Outcome Mapping is seen to have been effective in influencing development of related outcomes beyond the project. It provides an orientation to looking for "who else can we engage in order to achieve our desired results?" The identified partners and others brought in later continue to live up to their Outcome Challenges and support the development of a vision where concerns of local communities and the rangeland environment are given prominence.

About the Project

The actual project title was “Better Policy and Management Options for Pastoral Lands: Assessing the Trade-offs between Poverty Alleviation and Wildlife Conservation”. It was implemented in the rangelands of Kenya and Tanzania. In Kenya the project covered the Kapiti Plains south of the Nairobi National Park, Amboseli area and Maasai Mara area in Narok District of Kenya. In Tanzania the project was implemented in the northern areas of Tarangire, Longido and Simanjiro. The areas are collectively known as ‘the Mara’. They have undergone drastic land changes caused by human settlement/encroachment. This has seriously affected wildlife and the free-ranging communities living there. Several research programs had been conducted to study trends and developing evidence based recommendations for sustainable land use bearing in mind the interest of the people and animals that depend on it. But the local communities were barely involved.

The Reto-O-Reto project was implemented between 2004-2007. It was very important that the information emerging from the research was in the interests of the resident Maasai communities. The research team from ILRI was keen to work closely with communities and consulted with them regularly to build trust. The researchers equipped the communities with skills and information to develop maps that reflected how emerging development was affecting their way of life and livelihood.

6 Outcome Mapping in a private public partnership

Safe Water: Integrating Outcome Mapping in a project designed using Logical Framework Analysis

This case brings out the complexities of change in a development project in which both intended and unintended changes play out during project implementation. It demonstrates how Outcome Mapping was integrated in a water project that was originally designed using the Logical Framework Analysis approach. The Safe Water Kiosk Pilot Project was implemented by a private-public partnership consortium of five organizations, namely; PureFlow a private water solution provider, Hope WW a local health volunteer NGO organization, Sterling Micro, a private micro finance solution provider, International Institute of Rural Reconstruction (IIRR) a capacity building organization and Safe Water Network which provided a large part of the funding and technical advice. The consortium members had different roles and responsibilities. This was a pilot project, which opted to use Outcome Mapping.

The project was initiated to enhance the capacity of small-scale water providers to effectively supply clean and safe drinking water to underserved rural communities. The implementing partners were to set up low-cost purification systems and funding mechanisms with potential for scaling up such enterprises and making social-economic impact. The role of IIRR was to provide capacity building support to partners in designing and implementing the Monitoring and Evaluation system. They were also expected to document lessons from the process. Prior to project inception, IIRR staff had been trained in Outcome Mapping and they were interested in applying it to its development projects.

Process

The project was initially developed using log-frame. At the end of the initial OM workshop, the partners agreed to integrate useful aspects of Outcome Mapping.

IIRR staff facilitated a three-day training which was attended by small-scale water entrepreneurs from the three selected project sites, project team staff and relevant local stakeholders comprising staff from the local area water companies, the ministries of Water and Irrigation and Public Health. The workshop covered steps 1 to 6 of the seven steps of the Intentional Design. During the workshop, the partners deliberated at length on their different roles and responsibilities, but did not cover organizational practices, monitoring priorities, development of journals and the evaluation plan. It was agreed that these would be developed after the workshop.

Stage 1: Intentional Design

The participants were then divided into the three key Boundary Partners, that is, the Safe Water Kiosk entrepreneurs, Water Department and Project team). Each group then developed its own Outcome Challenges and Progress Markers.

The different actors in the project came up with diverse Progress Markers. To be able to monitor the project from a similar perspective, the stakeholders needed to harmonize their differences. For example, the Progress Markers for the entrepreneurs was in water provision and sales, the government representatives were inclined towards a healthy community. The table below shows the Vision, Mission and the Outcome Challenge and Progress Markers for the Safe Water Kiosk entetprenuers.

Table 15: Vision, Mission and Outcome Challenges: Entrepreneurs

Vision: The SWK project envisions healthy communities with access to clean and safe drinking water.	
Mission: To improve the health of communities through the provision of affordable, clean and safe drinking water using sustainable business model that integrates effective community	
Outcome Challenge: Boundary Partner – Small-Scale Water Entrepreneurs-SWE In cooperation with the strategic and Boundary Partners is providing space and water treatment system through refurbishment and equipping of the safe water kiosk. While seeking to improve on the community health introduce and publicize the safe water policy through community mobilization in assimilation of the use of safe clean drinking water at home, schools, during functions and others. While using the local transport such as the *boda boda* (motor cycles) continually make available safe and affordable drinking water to communities. In cooperation with the Safe Water Kiosk network, Public Health and Ministry of Water and Irrigation provide safe drinking water not only to our areas but also to other areas and commercial ventures. The above endeavors maintain efficiency hygiene practices and good customer relationships for a sustainable business	OUTCOME CHALLENGE: Ministry of Water and Irrigation (Government of Kenya)
Progress markers: The SWE's	
Expect to see	
The government and project team (consortium) engage in safe water kiosk activities i.e. public health through the protection of water sources and the testing of water, provision of funding, installation of equipment and the training on behavior change	
Like to see	
The government and the consortium giving technical expertise, the consortium financing refurbishment/set up of the kiosks	
Love to:	
The government and the consortium ensuring the equipment is running and are of the best quality, providing more funding allocation, encouraging communities to own the project, incorporating safe water project activities in their action plan through the District Development Office	

In considering this experience, IIRR wonders if it is easier and more effective to develop the Progress Markers first and then use the Progress Markers to develop the Outcome Challenge. Moreover, the project realised part-way that in this project the Government departments were not boundary but strategic partners. As such there was no need to develop Outcome Challenges for them.

Next the stakeholders developed a **Strategy Map**, which laid out the plan for support of Safe Water Entrepreneurs by the project team and government. The focus was on the enterprises and the environment in which they were operating.

Table 16: Safe Water Project modified strategy map

	Causal	Persuasive	Supportive
Individual	-Provide funding to enable the putting up of the kiosk -Provision of the purification equipment -Facilitation of the community resource persons	-Capacity building Assessment -Mobilization and awareness creation	-Follow ups of the project e.g. routine testing of the water quality -Holding of meetings on monitoring between the community, public health and the project team -Meetings with the kiosk operators
Environment	The approval and authorization from the relevant government authorities	-Community education and training in order to create awareness on the safe water usage -Sensitization of the government department and the community leaders	-Community meetings like barazas -Holding meetings with the relevant government departments -Joint activities and meetings between the relevant stakeholders

Again in retrospect, IIRR has concluded that it would have been advisable to develop a Strategy Map for each Boundary Partner. The organization practices that needed to change for the project implementing partner organizations should have been discussed.

Stage 2: Outcome and Performance Monitoring

The Safe Water Kiosk project adapted this stage to fit to the context and information needs of the partners. The entrepreneurs were tasked to collect data related to water kiosk sales and related operations. Sterling Micro (the financial experts) supported them to collate and analyze the data on a monthly basis. The data did not track changes in behaviors among clients and consumers. This quantitative report was not very useful to IIRR for documentation, or writing of impact stories. IIRR used Outcome Mapping to track changes in behavior among consumers and consortium members, without using journals. They focused on behavior change provided for useful self-reflection among team members to evaluate strategies, Boundary Partners and future actions.

Stage 3: Evaluation planning

The safe water partners developed a reporting tool that integrated the Outcome Mapping and the Logical Framework Approaches as follows:
After the design workshop, the project team met to design the monitoring and reporting system. They were interested in monitoring behavioral change in the community, sales, number of people assessing water, number of jerricans sold as well as the volume of water being consumed by the community. The template for tracking this information was developed, and a report detailing sales volume and revenue submitted on a monthly basis.

Tracking Progress and Reporting

The facilitator helped the team to integrate Outcome Mapping and log-frame approaches into a reporting template that could serve the two competing reporting needs of the consortium members more conveniently. However due to the higher demand for business and financial data and the fact that two separate organizations were preparing the reports it was difficult to use the combined format. The partners agreed to prepare two separate monthly reports and final reports. IIRR prepared the process and qualitative narrative reports, while Sterling Micro prepared the financial reports. Consortium partners were comfortable with the two reports because the target audiences and use of the reports were different.

Changes and Outcomes Observed. Outcome Mapping made the team more conscious about looking out for behavior changes- both intended and unintended. This was useful in preparation of the monthly success stories. Some of the major changes observed at Boundary Partner level were:

Positive intended outcome for clients at household level

- People started buying water instead of fetching dirty water from the river.
- People began to use separate container/s for drinking waters and water for domestic use.
- Commercial clients, for example, hotels started buying and serving treated water to clients.

Positive unintended outcomes. When the project lead attempted to change the financing model from providing a grant to providing soft loans through a revolving credit fund, the empowered entrepreneurs protested the change and a more costly water treatment option. The project team had to reverse their decision and the private water solution provider was forced to develop a low cost treatment kit.

Negative unintended outcomes

- Some community members refused to buy the treated water claiming that it was a foreign custom.
- Some poor community members could not afford the treated water.
- The entrepreneur who was the wife of a former Member of Parliament was accused by the community of setting up the kiosk to make money from them yet she had been given a 'grant'. Her business failed to take off as expected because the community refused to buy from her.

At the Strategic partner level: The local water services company fast tracked development of a water treatment plant as the Safe Water Project was seen to be in competition with the political leadership. The treatment plant was able to provide water at Kshs 2.00 per 20 liter container compared to the Kshs 15.00 that the entrepreneur was charging. Decreased demand for water from the kiosk prompted the entrepreneur to start bottling the water and selling it to shops and hotels.

Positive unintended outcome at Program Implementation team level.

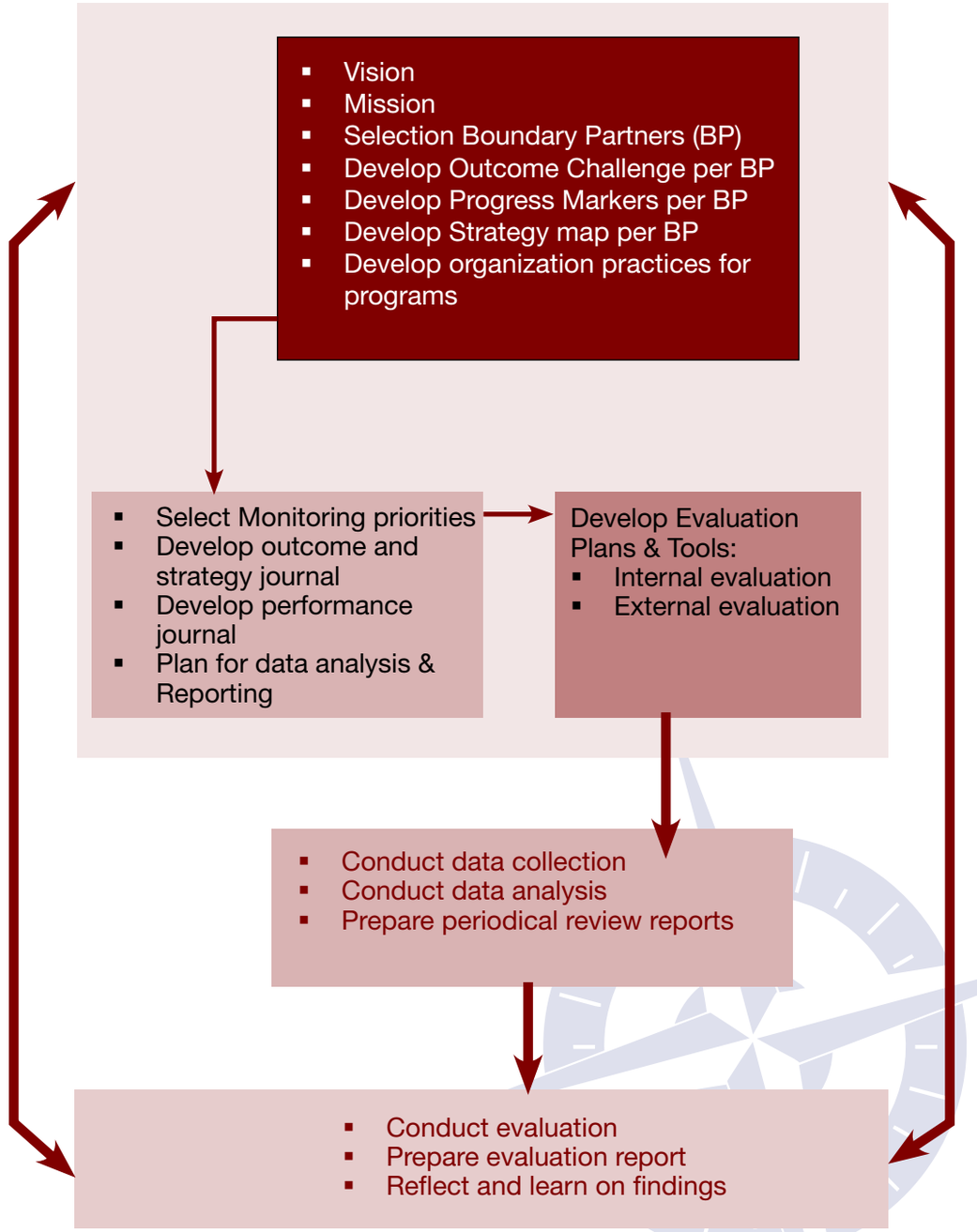
Since the project ended, PureFlow, the private water company has supported establishment of three other projects using a much cheaper water treatment kit.

Lessons

- It is important to develop a common vision amongst the Boundary Partners. This ensures that everyone works towards achieving it and not setting up of competing projects. Encourage transparency among stakeholders during intentional design to work towards the shared vision.
- Harmonize expectations and motivations of the stakeholders to develop a common monitoring strategy.
- Progress markers and Outcome Challenges should be reviewed and critiqued by the stakeholders and checked against the vision and mission.
- Post training coaching for team members is important for practical application.
- Develop selection criteria of Boundary Partner with accompanying relevant skills and knowledge.

To counter challenges faced as a result of adapting and missing some important steps in Outcome Mapping, IIRR has developed a modified version of Outcome Mapping Approach Framework, see figure 4. below.

Figure 4: Modified Outcome Mapping Approach Framework



Outcome Mapping Framework as modified by IIRR During Outcome Mapping writeshop (Dec 2011)

About the Safe Water Project

This was a one-year pilot project to set up three safe water kiosks. It was a partnership between a private sector water provider, two NGOs and a Micro Financing consulting firm. The first water kiosk in the project was implemented in Mwea Village, Thika District. The area is hilly and dotted with several smallholder farms. The contaminated Karuminu River cut across the village and was the main source of water to over 6,500 residents. Previously, safe drinking water was not available for most community members who had to walk long distances to fetch water from Karuminu River. The pilot project was implemented between April 2009 and March 2010. The water kiosk model was no longer profitable for the enterpreneurs when the Ministry of Water and Irrigation and the local water company implemented a project to provide the community with water. The Outcome Mapping and documentation components were supported by IDRC.

7 Outcome Mapping in program evaluation

FAO Evaluation

This case highlights evaluation of a project using Outcome Mapping, though the project design and monitoring did not use OM framework.

The project aimed to improve disaster and drought preparedness in the Horn of Africa by strengthening capacity of individual NGOs to coordinate their efforts. This was seen as influencing changes in behavior so the Food and Agriculture Organization (FAO) decided that Outcome Mapping might help them see the extent to which they were achieving their desired results. The evaluation applied steps 1-6 of Intentional Design, plus evaluation.

This case describes an evaluation process that:

- Reformulated the project logic in an Outcome Mapping framework, and
- Gathered data to assess performance against outcomes and strategies.

The project received feedback on its achievements and advice on how to improve its coordination support in the future.

Project background

The *Regional Support Programme for the Coordination and Capacity Strengthening for Disaster and Drought Preparedness in the Horn of Africa* was intended to help coordinate the activities of the different NGOs providing relief and disaster preparedness support in five countries in the Horn of Africa - Djibouti, Ethiopia, Kenya, Somalia and Uganda. The program involved several actors all undertaking similar projects but funded by many different donors. It was important that the activities were coordinated and information shared for harmonized and efficient services. This would avoid duplication and inefficiencies. The European Commission Directorate-General for Humanitarian Aid (ECHO) funded project was implemented by FAO, through the Regional office and its country-based Emergency Coordination units. The project initially sought to coordinate the efforts of ECHO funded NGOs. This was later redefined to creating a platform that would be used by other projects and organizations, whether funded by ECHO or not.

Why Outcome Mapping was used

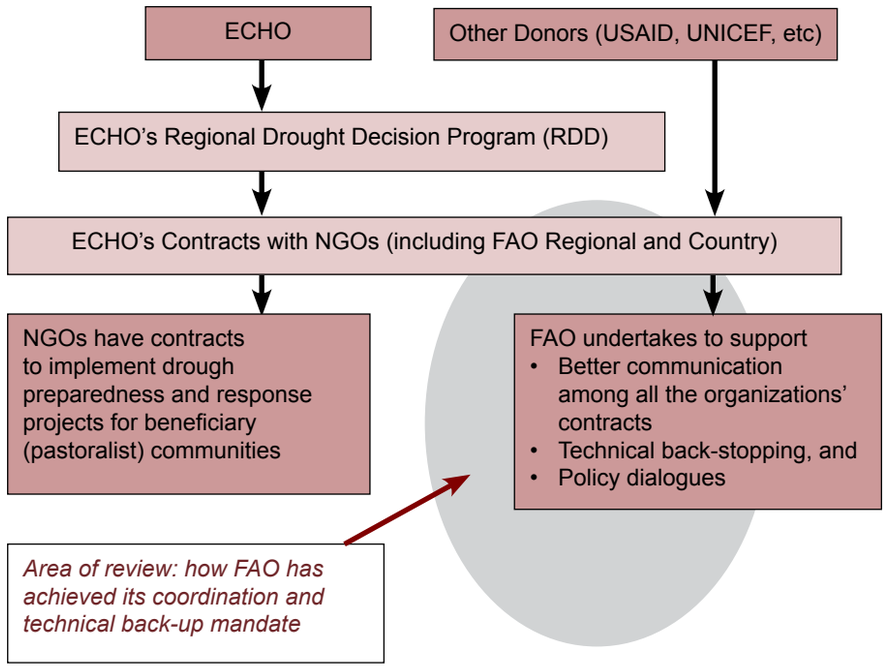
Food and Agriculture Organization had developed a log-frame for project implementation but they later decided that Outcome Mapping was an

appropriate method for assessing the results of this project. FAO and ECHO acknowledged that they could not compel NGOs to comply with coordination or knowledge sharing requirements since they were funded independently by donors with different reporting requirements. They tended to be responsive to community needs as well as their own internal priorities. Moreover, there is a tendency among NGOs to be competitive and reluctant to share information, let alone coordinate with one another. The project acknowledged that it could only influence them to follow or adhere to the harmonization initiative. This fits a conceptual basis of Outcome Mapping that emphasizes a project cannot control change. It can strategically try to influence change.

Process

The evaluation was intended to identify any gaps and constraints in order to guide the way forward in developing a next phase of the project. The process began with document review, and discussions with the FAO project leads about the aim and focus of the evaluation, which would be to bring out achievement of the project's coordination goal. The project felt that a collaborative approach in describing and assessing the results of the project could generate buy-in for the evaluation. The process also set the project in motion to develop a common vision with its Boundary Partners for the next phase of the project.

Figure 5. The working relationship between FAO, ECHO, partners and the focus of the Project review



Source: Developed following discussions with the FAO RDD Project leader

During the period under review (2008 – 2009) the ECHO RDD program established 21 drought preparedness and response contracts with humanitarian and development organizations working in the Horn of Africa.

From goal to vision: The original goal of the project was articulated in its log frame. The goal described results in terms of the coordination mechanisms, knowledge management systems and policy dialogue processes the project intended to create and maintain. In recasting the project into an Outcome Mapping vision, the statement shifted from the things the project produced and supported, to the actions and behaviors of people it influenced.

Evaluation was done using information generated in Focus Group Discussions, key informant interviews with representatives from the benefiting NGOs, and review of relevant program reports. The information collection processes and the participants involved are shown in Table 16.

Table 16: Briefings to participating organizations

Country	Event	Participants
Kenya	One-day workshop – introduction to OM concepts followed by FGD	▪ VSF – B, German Agro-Action, CARE Kenya, FAO Kenya
	Key informant interviews	▪ VSF – B, CARE Kenya, FAO Kenya leader
Uganda	One-day workshop – introduction to OM concepts	▪ DCA, ACTED and OXFAM
	Key informant interviews	▪ DCA, ACTED ▪ FAO regional team leader ▪ ECHO team
Ethiopia	One-day workshop – introduction to OM concepts followed by FGD	▪ Cordaid, COOPI and Save the Children UK
	Key informant interviews	Cordaid, COOPI and Save the Children UK

Climbing the tree from the top?

It was necessary to reconstruct the project using Outcome Mapping framework. This was done in a series of one-day meetings, involving representatives from the NGOs and other Boundary Partners. The following steps were taken:

Step 1: Introduction to OM concepts

Step 2: Focus group discussions in which the participants were taken through a retrospective intentional design process. The evaluator asked guiding questions to assess the participants' understanding of the vision and mission of the project.

Step 3: Participants identified the Boundary Partners of the project.

Step 4: Discussions with identified Boundary Partners revealed the Outcome Challenges. To prompt the participants, the evaluator asked questions such as "*Ideally, in order to contribute to the vision, how are you or how were you supposed to be carrying out your planning, implementation and M & E activities differently?"*

Step 5: To generate Progress Markers in retrospect and progress made by the time of the evaluation, the evaluator facilitated a discussion around these questions:

Box 2: Discussion points

i. How can the program know that you have developed in contributing to the vision?

ii. What milestones have been reached as you moved towards better coordination and communication? Use the following aspects:
   - Knowledge
   - Behaviour
   - Institutional arrangements
   - Institutional policies and regulation

iii. How has your relationship with others, for example, the FAO Regional Office and other partner organizations, changed in line with this vision?

The focus groups eventually formulated the intentional design of the project and progress made. Though the process was carried out in three different country locations, the results were similar and useful in guiding the project framework.

Data collection and analysis

The focus group discussions and additional interviews asked Boundary Partners for their assessment and evidence of achievement of outcomes according to the Progress Markers. They backed up their claims with evidence for the evaluation report. Evidence included meeting minutes, media reports, emails, letters of invitation, proposals, contractual agreements, and advertisements. The perspective of the Boundary Partners on outcomes was also supplemented by quantitative data, providing before and after analysis of targeted outcomes.

The focus groups were asked whether the evidence provided indicated whether the outcomes were achieved, partly achieved or not achieved. Each focus group reached a consensus on their opinion about the level of achievement, and the evaluator compared across their judgments to come up with an overall assessment for the evaluation across the three sampled countries.

Findings and recommendations

The evaluation report lists all the Progress Markers per Boundary Partner, the compiled assessment of level of achievement, and indicated the sources of evidence. Then a narrative described the assessments in more detail and provided relevant examples. The evaluation developed the vision and mission and the 'what would have been' the project's Boundary Partners in retrospect.

The vision was to put in place behavioral, relational and institutional processes to "ensure instant communication and information sharing for greater efficiency in partner organizations' responses and working arrangements. All humanitarian and development organizations – be they national and international, or have new and old projects – use established regularly refined communication platforms for knowledge sharing on 'who is doing what' to avoid duplication and overlaps. This ensures transparency as regional and country partners work hand-in-hand and avoid unfair or unhealthy competition. Resource providers, development agents and beneficiary communities use these communication and coordination systems to advice and guide projects from planning to implementation."

The table 17. below explains Boundary Partners relationships and Outcome Challenges.

Table 17. Boundary Partners relationships and Outcome Challenges

Boundary Partner	Outcome Challenge
The Development Partners (RDD-funded NGOs)	… fully cooperating and participating in open exchange of information ... using established communication and information-exchange forums to plan and implement in ways that enhance efficiency and effectiveness
Government coordinating structures	…national coordinating structures and systems have been set up or strengthened where all programs and projects share planning and updated information. The structures are functional and easily accessible to all users (to government offices and development organizations) at all levels … to guide resources to where they will be most effective and efficient
Policy-oriented institutions	… International, regional and/or national agents established policies for regulatory frameworks to which all organizations and institutions ensure strategies and plans for development operations are based. These regulations are institutionalized to ensure information sharing that enhances coordination is a mainstreamed process

The Focus Group Discussions and Key Informants Interviews provided information showing the extent to which these coordination mechanisms had been established and the gaps. Outcome Mapping process was used because response by the different organizations in the project required behavior responses.

Challenge

Different funding and reporting formats made it difficult to fully appreciate and reflect the humanitarian initiatives. Government structures had the national mandate to coordinate these activities but suffered from lack of operational resources. They depended on the donor organizations that they were supposed to organize. Outcome Mapping was useful in demonstrating who needs to work with whom to build common goals and agree on information exchange mechanism to ensure success in the initiative. There are challenges associated with establishing adequate relationships with strongly independent partners to obtain adequate data for program evaluation and system impact.

Lessons

Evaluation using Outcome Mapping should develop a framework with enough sources of appropriate data and information which actors can easily retrieve for comprehensive updates on the project and its effects. The evaluation was able to demonstrate behavior change but it could not assess the resulting economic efficiencies. The evaluation remained at the level of behavior-change outcomes. As such, this evaluation did not assess whether the coordination had impacts on the socio-economic well being of the recipient communities.

The unrealized outcomes formed the basis for recommending priorities for a Phase II of the project. Other findings and recommendations were framed within Outcome Mapping concepts. There were recommendations about the vision and mission for the next phase. The evaluation also suggested who should be added as Boundary Partners in the next phase. It emphasized on the importance to retain donors and the supported organizations as FAOs Boundary Partners and add relevant government structures and beneficiary communities as Boundary Partners.

If a client demands a comprehensive evaluation that includes quantitative data, then related studies should accompany the use of appropriate analysis showing the relationship between final behavioral changes and such quantified impacts.

8 Outcome Mapping training: How it has been done in the region

Training is an important prerequisite for application of Outcome Mapping as a Planning, Monitoring and Evaluation (PME) method. This section captures the experiences of three institutions offering OM training in the region, namely, International Institute of Rural Reconstruction (IIRR), International Livestock Research Institute (ILRI) and Measure Africa. Over the years the trainers have modified session processes and contents to fit the contexts of their trainees' projects, creatively devising ways of collecting or passing information. The geographical reach of the training and support provided by the three institutions spans the entire Eastern Africa region. Outcome Mapping is important as a Participatory monitoring and evaluation method and as a tool for review, reflection, learning and re-focusing of program initiatives and activities implemented under limited resources.

The three institutions have conducted Outcome Mapping trainings in the region since 2005. In most cases, trainings are organized for participants from one institution, or project/program so that the training not only introduces concepts, but also guides participants to develop their own intentional design and monitoring journals. In advertised trainings, participants are from different programs/projects. The trainers have also been invited to deliver short exposure sessions on Outcome Mapping making such presentations either in seminar forums or one-day workshops. During these short exposure sessions, the trainers can only cover an overview of the concepts and brief case analysis. The short exposure sessions act to inspire interest and inform decision making on whether it is the right monitoring and evaluation method for their work.

Although the interest and demand for Outcome Mapping training is quite high, open trainings are irregular. Open workshops designed for public participation (in hotels, etc.) end up being rather expensive to organize resulting in poor participant response. Most requests for training are project or institutional based with workshops ranging from two to five days. These allow varying depth for discussion of the concepts, principles, activities to support learning of each step and completion of a draft framework.

From the cases presented in this book one can deduce that Outcome Mapping is ideal for complex programs interested in supporting changes in behavior in their Boundary Partners as well as improving relationships between them.

In this section, we present how outcome trainings have been organized (the guidelines used) and the various adaptations that have accompanied this.

Outcome Mapping training has been delivered to serve various interests, some of which include to:

- Plan, monitor and evaluate a project/program;
- Fulfill reporting requirements of donors;
- Fill information gaps in traditional Participatory Monitoring and Evaluation methods. For example, for research oriented projects, scientists found that there was need to link their research processes and product to development. This required them to use a method that would help them to support use of their information and then track resulting changes in behavior, relationships and actions;
- Facilitate re-designing, re-focusing and reflection of programs/projects. For example during mid-term program reviews; and
- Seek new knowledge on emerging monitoring approaches or to enable teams to generate fresh ideas for their organizations.

Training guidelines

Training and providing technical back stopping in Outcome Mapping for different organizations since 2005 has enhanced the regional trainers' experience, especially for local contexts. Following are some helpful 'experience-based' tips:

- At the beginning of training, discuss the operational project cycle, that is, planning, monitoring and evaluation. Let the trainees know that the three Outcome Mapping stages can be used independently, integrated with other methodologies or adapted to meet a project needs.
- Match the four key questions of the **why, who, what, and how** of the program at the end of each Outcome Mapping stage (Table 18). This will help participants to appreciate the purpose and supportive linkages to the steps. It gives them clarity and understanding of how their program operates, why each step and stage is important and how they complement each other.

Table 18. Matching the questions to the stages

Questions	OM Stage 1 Intentional Design	OM Stage 2 Outcome and Performance Monitoring	OM stage 3 Evaluation Planning
Why?	Vision		Evaluation plan
Who	Boundary Partner Strategic Partner Boundary Partner of Boundary Partner		
What	Outcome Challenges Progress markers	Monitoring priorities Outcome Journal	
How	Mission Strategy map Organizational practices	Strategy Journal Performance Journal	

Facilitation tips

Outcome Mapping trainings are intense. The days are packed with activities where participants learn new knowledge and techniques and share experiences. The participants are also expected to develop their Outcome Mapping frameworks/action plans at the end of the training. Listed here are tips that are particularly important:

Focus. Agree with the participants on the training aim and objectives right at the beginning. The facilitator should also state the objective of learning each step at the beginning of every session. This gives focus and allows the participants to anticipate the direction of the presentation.

Use participant's projects. This promotes relevance, ownership and usefulness. The participants should develop a draft of their Outcome Mapping framework as they go through the stages.

Innovative ways of Introducing Outcome Mapping terminology. Use easily understood group activities to learn a step, prior to revealing the Outcome Mapping terminology. This encourages participation and maintains participant's interest in the training content. An example is shown below.

Box 3. How to introduce Progress Markers during an Outcome Mapping training session

Exercise: Identifying Progress Markers

i. Request participants to list all the behavioral changes (more than 10) which show a progression towards a desired change in behavior that they wish to see in a specific Boundary Partner on separate cards. Each card should carry only one behavior change.

ii. Outcome Progress Markers should be observable behavioral changes.

iii. Ask them to arrange them in order of easy, medium and difficult to achieve. They can also be asked to arrange them according to greater commitment to change, progress towards Vision behavior, or according to time change.

iv. After they have done that, whether they are correct, complete, in agreement, or not, let them know that they have just generated a graduated set of Progress Markers for the Boundary Partner. Emphasize that the selected behavioral change should be observable.

For instance for a program promoting adult literacy may read at the three levels of easy, medium and difficult. A statement such as 'reading of and writing articles for the local newspaper represents two different behavior changes of separate levels. This should be discouraged, as it can be difficult to monitor.

At the end, trainers may use the 'world café' method as an assessment opportunity to ask the participants to individually respond in writing in their own words to a selected number of pre-set questions. The 'world café' stations can be related to the different steps of Outcome Mapping. The participants' responses should be written on provided materials arranged around the training room. Thereafter ample time should be allowed to address the areas where additional clarification is required by the trainer.

Managing homogenous and heterogeneous groups in the training room. Outcome Mapping training is enhanced when the participants are from the same organization or implementing similar projects. They support one another in the process of developing outcomes and develop an implementation framework they are likely to follow. When training participants from diverse (heterogeneous) groups (or projects) it is important to agree on case studies that will be used during the sessions. The facilitators may also pre-select a case study from the represented projects. The groups will then enrich the case frameworks as participants review and comment on the projects. The trainers may also choose to use their stock of case studies to elaborate on the process.

Number of participants. In practice the number of participants per training varies from one to around 50. However, the larger the number the less participatory and activity-based the process is likely to be. This could result in lecture style processes, compromising the effectiveness of the training. Smaller groups are able to complete their draft frameworks for all twelve Outcome Mapping steps more comprehensively. They also have opportunities to constantly review the steps as they progress and receive the one–on-one attention required from the trainer. The recommended group size for effective training sessions is 20-25 participants.

Review and reflection. Iterative processes (repeating with intention of reaching the overall purpose) should be adopted to strengthen and improve training participants' Outcome Mapping frameworks along the way. This ensures that the outputs generated at each step remain consistent and aligned to each other. For example, with the Strategy Map (Step 6) the participants can immediately assess whether that is how they want their program to look like or if there are some activity areas that require rethinking. Different programs/ projects lean toward an area of focus they are best suited for, for instance networks should have more strategies in the supportive column apart from a training program in the persuasive column.

At the end of the Intentional Design stage, the facilitator should stress the importance of periodically reviewing the first seven steps of their Outcome Mapping frameworks during the project. Appropriate adjustments should be made to ensure that the program remains relevant and aligned to achieving the vision. Changes to the steps should be properly recorded on a revised framework, while retaining the original since both are required during evaluation.

Outcome Mapping and other PM&E methods. Prepare a session to expose participants to other types of Participatory Monitoring & Evaluation methodologies comparing and contrasting them with Outcome Mapping. Suggest ways of adapting or integrating Outcome Mapping to such frameworks, especially if it appears that they dominate reporting requirements. Discuss examples where Outcome Mapping has been used with such other PM&E frameworks to build participants confidence on its applicability and value addition. This is common in projects with different reporting requirements.

Post training. Often participants request for post training mentoring to refine and apply their frameworks. This can help boosts their confidence. The mentoring period is determined by the complexity of the program, the duration of training the participant received, and the logistical arrangements for the trainer and trainee to interact. In practice, this mentoring period can range from two to three days to two weeks, continuously or with the days separated and spread over a longer period.

Energizers. Outcome Mapping training is complex and can constrain and challenge attention; plan your energizers in advance. Use them to consolidate learning as well as giving participants a breather from the intense learning.

Trainers have found the above guidelines useful for enhancing Outcome Mapping understanding and interaction.

Adaptations to Outcome Mapping training

The trainers in the region have adapted the delivery method to enable them to pass information as efficiently and easily as possible. This entails a shift from the approach presented in the original Outcome Mapping manual developed by IDRC and using presentations and processes that best suit the eastern African context**.**

Training on all 12 Outcome Mapping Steps using participatory and visual methods is useful and effective as the participants learn best by doing. This helps them to practice and demonstrate learning throughout the process. The visual aspect helps them to identify early what they may need to re-think or improve. Below are some examples that have been useful:

Step 1-Vision

'A picture is worth more than a thousand words'. The trainers use this phrase to ask participants to draw their program universe as if it were successful. Individuals or groups can do this. This exercise is useful in presenting parts of a vision. The next step is for each group to consolidate the vision in a paragraph. The composed vision presents the ideal targeted situation and is written in the present tense.

Step 3-Partners: Boundary and Strategic Partners

Boundary Partners are said to be the stakeholders who the project has the greatest opportunity to influence and in whom (behavioral) change would indicate progression towards the vision. When Boundary Partners brainstorm and select Boundary Partners, they come up with names, types or collective entities that may not be easily understood by an outsider (to the project). In this case, some trainers found it useful for the project to describe what they meant by a particular Boundary Partner before they developed their Outcome Challenges. The description is in the form of explaining who exactly the Boundary Partner is and what their current roles or functions are. This is then added to the table of Boundary Partners and their Outcome Challenges as shown in Table 20.

Table 20. Identifying Boundary and their Outcome Challenges

Boundary Partner	Who Are they? Current roles	Outcome Challenge

Reversing Steps 4 & 5 - Outcome Challenges and Progress Markers

Some trainers have found it helpful to teach Progress Markers (Step 5) before Outcome Challenges (Step 4). It enables the participants to better grasp the two concepts. This may be because;

i. Progress markers provide the graduated behavioral changes desired of each partner and activity. These are then expressed in the Outcome Challenge statement. This concept can be explained in terms of a tree whose roots are the graduated Progress Markers and the canopy is the Outcome Challenge. Many people see a tree from the ground up rather than from the canopy downwards.

ii. Crafting an Outcome Challenge, which may have several sentences is simplified as each is written in the active present tense summarizing the expressed behavioral change as graduated Progress Markers.

Step 5: Developing Progress Markers

Assist the participants to identify markers that can be tracked over a long period. Progress Markers at the 'expect to see' and 'love to see' levels should be limited in terms of number and scope.

When ranking the developed Progress Markers into the three levels of difficulty, that is 'expect to see', 'like to see' and 'love to see', it is useful for each group member to individually consider each one and determine the level of difficulty with achieving them from easy (E), medium (M) or difficult (D). These terms translate to 'expect to see', 'like to see' and 'love to see'. The group should agree on the levels. Most markers lie within the medium level, fewer in the easy and even fewer still at the difficult level. Box 4. below illustrates how one can categorize Progress Markers.

Box 4. Categorizing Progress Markers

One of the trainers is a co-author of a paper *"A Complimentary Approach to Developing Progress Markers in Outcome Mapping"* (Nyangaga and Heidi, 2011) written after studying sets of progress markers to identify guiding patterns. The authors note that Progress Markers could be categorized into three types. Those associated with the Boundary Partner developing an understanding of the project goals and their roles (P1 Progress Markers); a second type, P2, which are about the partners getting involved in project activities and developing extended networks of support and collaboration; and a third cluster of outcomes, P3, consistent with activities aimed at entrenching the planned change. Progress Markers can be identified in the subsequent sets of P1, P2, then P3, or a cycling set of P1, P2, P3, followed again by P1, P2 and P3, over and over again, depending on how the project develops and new challenges are encountered or goals set.

During the training, project groups should generate several Progress Markers that reflect changes in behavior that reflect progression to the vision. The Progress Marker matrix can be adjusted to include a column that captures progress and evidence. This informs the writing of the final Outcome Mapping report that is required at the end of the program life.

Step 7: Organizational Practices

Organizational practices are sidelined because they are perceived to fit into routine organizational development. They are seen as self explanatory and not worthy of much attention.

Organizational practices are important in considering a project's capacity to learn and change or grow. This step identifies eight broad areas that are important to ensure that the organization remains vibrant, innovative, responsive and up to the task of achieving the vision. During the training, take each of the responses from participants in filling their organizational practices grid and assess them against evaluation criteria (efficiency, effectiveness, relevance, sustainability, coordination, coherence). At the same time, the participants are encouraged to note the organizational strengths and weaknesses and suggest ways to address the latter.

Reversing Step 8 - Setting Monitoring Priorities and Steps 9 to 11-Outcome, Strategy and Performance Journals

Step 8 deals with setting monitoring priorities and trainers have found it practical to discuss steps 9 to 11 on the outcome, strategy and performance journals beforehand. The reason for this is that some of the information in the journals is required in order to set monitoring priorities as envisaged under this step. The trainer should caution participants against developing journals that are totally data driven. Most workshop participants find the monitoring journals cumbersome and time consuming to complete. In some instances, although Outcome Journals have been developed and sent out to the Boundary Partners for completion, they may prefer to provide monitoring information during midterm review meetings.

Adaptation of the monitoring journals to suit institutional reporting requirements is encouraged. This may mean combining two different journals and excluding some columns. Attachments of further information relating to quantitative data and any other to the journals may be necessary in some instances.

Step 12 Evaluation Plan

Make participants aware of organization, donor and evaluator interests in the type of information required to make decisions about the future of their programs. Pay attention to the mission statement, Outcome Challenges, Progress Markers, Journals and Monitoring Priorities.

Customizing training for a wide variety of participants

Tailoring Outcome Mapping training to different training and exposure needs

Different levels of staff have varying levels of interest and responsibility for PM&E activities within a program/project. The training content needs to be consistent with these differences. Senior level management is involved in policy making or in program conceptualization as well as planning and design. Middle level staff is responsible for day-to-day activity implementation and monitoring while lower level or junior staff play supportive roles. It was observed that Outcome Mapping training hardly include staff of all levels in an organization, for example during work planning or review and reflection workshops.

Different stages and steps of Outcome Mapping are presented in varying ways to each level of staff depending on their responsibility and level of engagement. It is important to tailor the training and exposure sessions to the unique characteristics of participants.

Duration of training workshops

The ideal period for Outcome Mapping training on the methodology is five days. However due to time and financial constraints, the training is often done in three days. There are many problems associated with that, including not meeting expectations of participants. Higher-level staff within organizations are even more challenged with time and attend only a couple of hours. Table 21. suggests and summarizes the training duration and content expected as well as the advantages and disadvantages of each.

The Outcome Mapping course material can be comfortably covered in five and a half days. However, most training sessions are tailored for project and organization teams, with most clients requesting for two-three day packages. This limits coverage of the method's full content, especially learning about and using monitoring journals and using the process for program evaluation. This inadequacy is reflected in the post-training survey (see next Chapter), where respondents indicate that they have used Outcome Mapping methodology more for project planning rather than actual monitoring.

Table 21. Summary of training duration, target group and advantages and disadvantages of each

Duration	Content	Target group	Advantages	Disadvantages
1-2 hours	Brief overview	Targets program directors senior level managers involved in decision making	-Creates awareness on Outcome Mapping -Provokes participants interest	-Insufficient knowledge about Outcome Mapping to make decisions -No time for Q&A
1 day	Brief overview of Outcome Mapping Q&A	Targets program directors, senior level managers, and program staff involved in decision making	Have sufficient information to decide if Outcome Mapping is relevant and useful to project/ program	-No time to absorb the Outcome Mapping method -Limited time to understand the 12 steps -Little time for Q&A
2 days	Overview of Outcome Mapping Application of Outcome Mapping Intentional Design, steps 1,2,3, and 5.	Targets senior level managers, program staff involved in design, planning and M&E	-Gain experience using some Outcome Mapping steps for designing the program -Can appreciate the contribution of OM to the early stage of the project cycle	Only highlights other steps in Intentional Design Very limited time for Q&A
3 days	Overview of Outcome Mapping Application of Outcome Mapping intentional design stage all steps (1-7)	Targets senior level management, program staff in design, planning and M&E	Have awareness and knowledge about all 7 steps of the intentional design stage of Outcome Mapping	-Not enough time to absorb the method in totality -Little time for Q&A
4 days	Overview of Outcome Mapping Application of stage 1 intentional design all steps (1-7)and application of steps 9,10 Outcome and performance monitoring	Targets senior level management, program staff in design, planning and M&E	Awareness of Outcome Mapping stage 1 design and part of stage 2 monitoring	-Have capacity to implement Outcome Mapping in part but unable to realize its full potential

Duration	Content	Target group	Advantages	Disadvantages
5 days	Overview of Outcome Mapping Introduction and application of stages 1, 2, 3.	Targets senior level management, program staff in design and planning; Aal levels of program staff	-Completion of draft Outcome Mapping framework -Working knowledge of Outcome Mapping all stages -Ability to integrate into program/project design and results frameworks	-Have sufficient knowledge of Outcome Mapping method. -Needs support to implement properly at program/ project level
51/2 to-6 days	Overview of Outcome Mapping, introduction and application of stages 1,2,3. Application to field situation through visit to program site.	Targets senior level management, program staff in design, planning and M&E.	Full coverage of Outcome Mapping and knowledge of how to apply it to project prototype on the ground.	Inadequate experience with application of Outcome Mapping theory to program using each stage of Outcome Mapping.
51/2-6 days with follow up support	Overview of OM, application to field situation through visit to program site and follow up support	Targets mainly program implementers and M&E	Knowledge of Outcome Mapping and ability to apply and use it to report on behavior change results.	Matching time and availability of consultant with officers Cost of Outcome Mapping support

Using Outcome Mapping principles to re-define re-focus and reflect on programs

The key purpose of action planning is to encourage the use of Outcome Mapping frameworks after the workshop, and to support implementation and incorporation of Outcome Mapping into the project/program. Often at the end of the workshop the question of 'what next?' comes up. It is a good exercise to allow space for the participant to identify what they will do next after the workshop.

Promoting OM as a planning tool for non M&E professionals

Outcome Mapping is currently misunderstood and underutilized as only a Monitoring and Evaluation approach. The methodology has a lot to contribute to the early stages of the project cycle, from conceptualization to design and implementation. The planning design helps program and project managers to understand their program better, plan and manage relationships between various types of partners.

Box 5. Do I have to be trained in Outcome Mapping before I can use it?

Ideally, YES! It is a complex method that requires thinking in a different way. A paradigm shift takes place during training that allows trainees to see programs holistically and to identify behavior changes that provides clues and indicators about project/programs potential to achieve desired results and impacts. Some people prefer to be trained; others have used OM after reading the materials available in hard copy or on-line and consulting with the OM virtual learning community. Others hire experienced OM facilitators to guide their work. The approach is constantly being adapted to be useful in particular contexts. The presented cases are additional resources for learning by both experts and new users of Outcome Mapping.

Adapting Outcome Mapping Terminology

A key success factor with Outcome Mapping training delivery in this region is the ability of trainers and facilitators to explain classical terminology in simplified terms using generic PME language. Table 22. below illustrates some examples.

Table 22: Adapting Outcome Mapping terminology

Term	Definition/Explanation	Local Terms/phrases
Boundary Partners	Individuals, groups, or organizations with whom the project or program interacts directly and whom it hopes to influence	Change Partners Target Beneficiaries
Evaluation Plan	A short description of the main elements of an evaluation study to be conducted	
Intentional Design	The planning stage of Outcome Mapping at which a project or program gathers consensus on the macro-level changes it wants to influence and the strategies to be used	Program/Project Plan Program/Project Design
Mission	A description of how the project or program intends to support the achievement of the vision The mission broadly describes the areas in which the project or program will operate without listing all the activities in which it will engage	Program/project aim Program/project purpose Program/project mandate
Monitoring Priorities	A process by which data and information are systematically and regularly collected in a project or program over time	Key results to be tracked
Organizational Practices	Eight separate practices by which a project or program remains relevant, innovative, sustainable, or connected to its environment. The practices are: • Prospecting for new ideas, opportunities, and resources; • Seeking feedback from key informants; • Obtaining the support of your next highest power; • Assessing and (re) designing products, services, systems, and procedures; • Checking up on those already served to add value; • Sharing your best wisdom with the world; • Experimenting to remain innovative; and • Engaging in organizational reflection	Organizational culture Way of doing business Organizational principles
Outcome Challenges	The description of the ideal changes a project or program intends to influence in the behavior, relationships, actions, and activities of a Boundary Partner	Partner objectives (general and specific combined)
Journal		Progress report(ing)

Outcome Journal	A data and information collection tool for monitoring the progress of a Boundary Partner in achieving Progress Markers over time	Reporting framework for intermediary results
Performance Journal	A data and information collection tool for monitoring how well a project or program is carrying out its organizational practices	Organization diary
Progress Markers	A set of graduated indicators of changed behaviors of a Boundary Partner that focus on the depth or quality of the change	-Qualitative, Outcome indicators/milestones -Moving indicators (not static) -Living measures
Strategy Journal	A data and information collection tool for monitoring the strategies of a project or program Used to encourage change in the Boundary Partner	-Report -Diary on program/project activities and outputs
Strategy Map	A matrix that categorizes six strategy types (causal, persuasive, and supportive; each aimed at a specific individual or group and at a specific individual or group's environment) of a project or program Employed to influence the Boundary Partner. Strategies are aimed at either the Boundary Partner or the environment in which the Boundary Partner operates	Program/project implementation plan/guide (activities/outputs)
Vision	A description of the large-scale economic, political, social, or environmental changes that the project or program hopes to encourage	-Future expectations -Impacts -Ultimate goal -Higher level objective

9 Beyond the workshops – application successes and challenges

Survey of Outcome Mapping trainees in eastern Africa

The first step in creating awareness on any new approach is training. Initial training sessions on Outcome Mapping were led by the International Development Research Centre (IDRC), based on a training manual developed for the process (Earl et al. 2001). Thereafter, training sessions have spread out and are being implemented by organizations and consultants in various parts of the world. In East Africa, champions and trainers for the approach have emerged in organizations such as ILRI, IIRR and Measure Africa. They have conducted several trainings in the region and have supported several organizations to integrate the methodology into their programs. The organizations have cut a niche in offering Outcome Mapping training in eastern Africa by offering both advertised and customized courses.

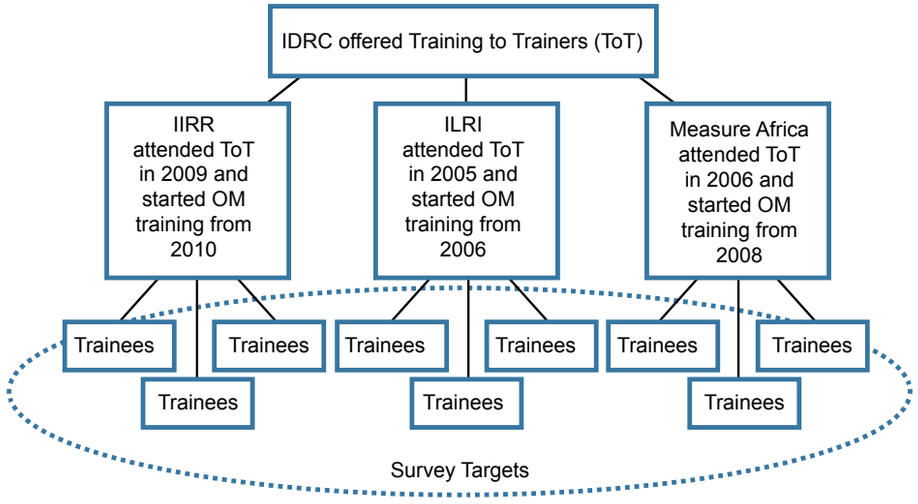
Between October and December 2011, IIRR conducted a follow-up survey targeting past trainees of Outcome Mapping in eastern Africa. The main purpose of the survey was to find the trainees' extent of application of knowledge, skills and tools in their organizations and projects. The survey also sought to know the challenges and opportunities of applying Outcome Mapping. This section of the book reports on the survey findings.

Survey design and coverage

The survey sampled 99 participants of past Outcome Mapping trainings organized by IIRR, ILRI and Measure Africa. The survey was conducted through a web survey. Twenty-four respondents filled the questionnaire.

Thirteen respondents had been trained by IIRR, five by ILRI, and one each by IDRC, Measure Africa, International Center for Research in Agroforestry (ICRAF), the Swiss Association for the Development of Agriculture and Rural Areas (AGRIDEA), and the University of Bologna Summer School.

Fig 6: Outcome Mapping trainings and survey targets



The survey had sought to find what tool and/or approach the respondents used for program planning monitoring and evaluation. The survey had targeted individuals who had received Outcome Mapping training hence indicated that they were using it. Logical Framework Analysis was popular and often integrated.

Outcome Mapping applications

The survey also sought to find out the extent to which the twelve steps in Outcome Mapping were applied. Identification of Boundary Partners and development of Progress Markers were the most commonly applied steps by over 50% of the respondents. Organizational Practices were the least applied. Figure 7. below, shows the extent to which survey respondents applied each of the twelve Outcome Mapping steps.

Figure 5. Aspects of application in Outcome Mapping

The survey indicates that the Intentional Design stage of the methodology is more frequently used when compared to Outcome and Performance Monitoring and Evaluation Planning. Reasons given for more of the first stage of Outcome Mapping are varied. The writeshop participants suggested the following:

- Outcome Mapping trainings tend to focus more on the Intentional Design Stage. This stage is easier to relate to when training and planning. The facilitators run out of time to show participants how the journals work and for the trainees to really appreciate how to use them;
- The second stage also requires more discipline in ensuring that all the progress information is captured. Some organizations use staff not previously exposed to Outcome Mapping and who are not in a position to use the journals well;
- Application of Stage 2 requires additional resources for qualitative research which is not normally carried out by the types of projects that were trained which focus more on scientific analysis and hard data.

None of the respondents indicated use of Outcome Mapping for project evaluation or impact assessment.

Adaptation and Integration with other methods

The Outcome Mapping as a program management approach is not cast on stone. During application, various projects modify the process and tailor it to their needs. Thirty-eight percent of the total respondent trainees indicated that they had adapted Outcome Mapping to their contexts, while 50% integrate it with other monitoring and evaluation frameworks. Seventeen percent combined the approach with Logical Framework Analysis (LFA), 13% users integrated it with Result Based Management, and 4% integrate it with a Theory-of-Change method. One respondent said, "*Logical Framework Analysis still remains the main design & monitoring tool, but results and indicators are formulated in different ways*." Respondents tried to balance between their own needs and donor requirements. For example, a project may have used the Outcome Mapping approach for data gathering and developed reports using the LFA approach. Information that is developed using the Outcome Mapping is less quantitative and more useful for written media articles and web stories.

Users of Outcome Mapping also select only a few aspects of the approach that enhance their own project implementation. For example, it was observed that several respondents used the concept of "Boundary Partners" to serve various objectives. One respondent gave an example in advocacy, where they said, *"the project uses Focus Group Discussions among the Boundary Partners to enable the people to define their own destiny."* Another mentioned, *"In the situation and stakeholder analysis at the inception of all projects, key Boundary Partners are identified and are involved in priority setting of key constraints and possible strategies and agree on the roles, work plans and methodologies."* Furthermore, during evaluation period, selected Boundary Partners developed their own performance indicators and participated by evaluating their own performance. By identifying Boundary Partners and involving them in project activities, ownership of the process was cultivated irrespective of the approach that was being applied to monitor and evaluate the project.

Some users also chose to leave out aspects of the methodology. For example, a respondent excluded the "love to see" set of Progress Markers because according to their experience, it "proved difficult to reach that level of result."

Why use Outcome Mapping

Survey respondents gave the following reasons for using Outcome Mapping in their projects:

It allows participation and social learning. Intentional Design as a visual aid and tool for discussion, leads to learning and consensus among stakeholders, to inspire and guide their actions. It also enhances sustainability and ownership by communities.

It recognizes and systemizes complex situations and relationships. There is more understanding about the sequence of change, not just on the result, but also on the sustainability of the processes. This offers donors an opportunity to learn more about how results will or will not be achieved.

It improves organizational learning. Outcome Mapping can strengthen the capacity of the project team. It prepares the program to be an agent of change and be subject to the change. The approach also promotes evaluative thinking and focused evaluation for greater understanding of the project.

Challenges of using Outcome Mapping

Just like any other approach, Outcome Mapping users face challenges that may have to be addressed during application. The survey identified challenges in:

i) Concept of Outcome Mapping

According to 16% of respondents, Outcome Mapping is difficult to understand, especially at the Monitoring and Evaluation stage. The respondents said that the initial trainings are too short and not detailed enough for one to learn effective application. From the analysis, it was observed that the trainings take between one day to six days. The average number of days for training is 4.2 days.

Few respondents (4%) said that Outcome Mapping is difficult to apply in certain projects, for example, for short-term disaster management.

ii) Challenges in implementation

Some respondents (21%) felt implementing Outcome Mapping is time consuming. One respondent answered, "*Outcome Mapping is very time-demanding. We have to rely on Boundary Partners for full monitoring of a project*." Another also stated that a lot of time goes into writing reports using Outcome Mapping formats. Two respondents pointed out a shortage of funds to conduct monitoring for all staff required to use the method. Two respondents also mentioned limitation on capacity and experience.

iii) Challenges of decision making at organizational level

Being a relatively recent approach, it has been difficult to convince colleagues, donors, partners, and community on its value. One respondent said, *"I have a challenge of getting colleagues to change and see Outcome Mapping as an option."* Another stated that "*the challenge is reaching out to policy makers and donors to explain the importance of Outcome Mapping and getting them put aside resources from ongoing projects or allow a budget to share information*

or track changes." One added that they had to combine Outcome Mapping with other methods because of "stakeholders' resistance." The methodology has encountered resistance at high decision-making levels. One respondent said, *"the challenge is getting colleagues to accept Outcome Mapping as a viable option of evaluation."* Another also mentioned,*" some activities need consultation before execution, and it takes time to make a decision."*

Opportunities and additional support required

The challenges above suggest the need for additional support to improve on Outcome Mapping application. The opportunities and additional support are classified into the following:

Further training. Suggested by 63% of respondents. Technical follow-up trainings for people who have already been trained. Focus should be on how to select Progress Markers and facilitate the collection of information. This suggestion was from those who felt that the concept and process of Outcome Mapping was still difficult after attending the initial training. Local and national partners further afield should also be trained so that all project members are on the same level while implementing Outcome Mapping.

Follow up support. This was suggested by 17% of respondents. They expressed the need for Outcome Mapping expert(s) to visit project areas to give advice, encouragement and provide a platform for project staff to share ideas, challenges, lessons and best practices."

Reading materials. Eight percent pointed out the inadequacy of available reading material with actual examples and success stories. One requested for templates that can be used during monitoring and evaluation, and "friendlier" methods for those who cannot write to make them feel more engaged in the monitoring and evaluation.

Outcome Mapping has been used with varying levels of successes and challenges. Adaptation has proved necessary to suit the approach to local contexts and stakeholder requirements. The cases that were presented in the book provided examples of application and adaptations as well as lessons from projects. The cases also highlighted the advantage of focusing on outcomes in the form of influencing behavioral change and moving beyond implementing and reporting only on project activities and outputs. Finally, the cases showed that grounding of the Outcome Mapping concept and its processes is best achieved through training, application, continuous learning and follow up support.

Cross-case analysis

The writeshop participants discussed common themes emerging after the draft cases were presented. Most of the cases focused on development of the Outcome Mapping frameworks (the programs' intentional design) and the application aspects. Other common themes related to principles of Outcome Mapping and the extent to which those principles were applicable, informative, or even transformative for the projects. Challenges to Outcome Mapping applications identified in the survey were also considered.

For the purpose of analysis, the examples discussed in the book are referred by the following names:

Chapter in the book	1	2	3	4	5	6	7
Reference name of project	Napier grass	Zoonosis	Climate variability	Drum-Net	Reto-o-Reto	Safe Water Kiosks	FAO evalua-tion

Developing the programs' Intentional Designs

Intentional design workshops that included Boundary Partners and a project team coming together to articulate the project and its outcomes was perceived to be an extremely valuable exercise in developing a common vision for the project among diverse actors (zoonosis, climate variability, DrumNet). This was so even for projects that had already defined a results framework through a log frame or other planning process. For example, the climate variability project had developed a log frame with a goal, purpose and specific objectives, however, Outcome Mapping still added value and clarity. The participatory nature of the approach ensured that the partners and the project team had a common understanding of the project. This also created clarity of the expectations of the Boundary Partners. This was also identified as being a key strength of Outcome Mapping in the survey.

Vision and Mission

The vision is a description of the state of large-scale development changes (economic, political, social or environmental) to which the program is contributing, especially the desired behaviors of key boundary partners. Some projects might not find it an easy task to develop a common vision. The DrumNet's case is notable in this regard. The actors involved in the sunflower supply chain were competing with one another for profits. Sometimes, they

were reluctant to share information. However, they were able to find enough complementarity to allow the project to achieve its intended outcomes. The Outcome Mapping framework helped them clarify what each wanted from the others for the supply chain to benefit everyone. On the other hand, in the Safe Water Kiosk project, one might expect complementary perspectives, roles and fairly open communication between the project and its Boundary Partners. However, one Boundary Partner held back information about the project being unnecessary in one location.

So while the majority of cases show that intentional design processes built common vision amongst project stakeholders, it is not universally the case. It was noted that in some projects, it might be impossible and perhaps not desirable for Boundary Partners to be in the room as you develop Progress Markers and strategies. Obvious examples include advocacy initiatives.

The mission is how the project intends to support achievement of the targeted vision. It describes its broad mandate areas (sectors, disciplines, approaches) through which it will work, without listing in detail the activities it will initiate or engage in. All the project cases had written out mission statements, including the FAO evaluation study where it was developed in retrospect using information from interview sources. All the statements had enough detail to show the project's main contribution to the vision. There was not much debate as to the purpose and value of these statements, or where their absence or presence affected program delivery. On the other hand none of the cases showed if the mission had evolved over time according to changing contexts and program purpose, something that can be required in uncertain and complex contexts.
The absence of any implication related to the mission statement may point to a possible low value or irrelevance to the programs' framework and it would be interesting to find out if this is the case elsewhere (other cases, applications). The question would then be "what value does the effort and product of developing a mission statement add to the projects' Outcome Mapping framework?"

Boundary Partners

A key concept in Outcome Mapping is Boundary Partners. Projects identify with whom they work directly, and whom they seek to influence in order to achieve their desired changes. In the survey, identification of Boundary Partners was one of the most applied steps of Outcome Mapping. The cases show several aspects of Boundary Partners – how they are identified and distinguished from strategic partners:

Identifying Boundary Partners. For most of the cases, project teams invited those they considered key stakeholders to the initial design meetings. Pre-project desk reviews and consultations guided the team to build a stakeholder list. A stakeholder analysis was undertaken to identify the key stakeholders. With the support of Outcome Mapping facilitators, the project team conducted a workshop to develop outcomes, Progress Markers and Strategy Maps. These key stakeholders tended to be the projects' Boundary Partners, once the Outcome Mapping frameworks were introduced. However, some things shifted. In DrumNet, one of the project proposal writers shifted from being a member of the project team, to being a Boundary Partner for the project. In the Safe Water Kiosk project, the case authors reflected on whether, when it came to establishing the water kiosks, government officials were in fact not really Boundary Partners as originally decided, but rather a set of strategic partners.

Boundary partners need not remain the same throughout a project. In the Napier project, the project team began to respond to requests for additional activities and resources from their Boundary Partner. The project team realized they needed to draw in other boundary and strategic partners in order to support the original Boundary Partner. In DrumNet, the case author mentioned that the project repeatedly struggled with not having appropriate planting material. They tried (unsuccessfully) to bring in researchers as an additional Boundary Partner.

Identification of Boundary Partners can also happen at different levels of a project. In the Napier project, the first intentional design was done at the level of the regional project team, where teams suggested Boundary Partners to work with, including those at a national level. Later, individual country teams also carried out the intentional design process at community level where they confirmed the Boundary Partners they would be working with. This helped to identify the national Boundary Partners of the regional Boundary Partners, and understand chains of influence.

How diverse can a single Boundary Partner be? In a couple of the cases, projects did a broad stakeholder mapping exercise in their intentional design workshop. The project identified its Boundary Partners from the listed stakeholders. The identification process also included "collapsing" distinct groups of stakeholders into a single Boundary Partner. For example, in the Climate Variability Project, "farmers" included sedentary farmers, pastoralists, farmer groups, and even fishing communities. For Outcome Mapping purposes, a balance had to be maintained between acknowledging diversity and simplifying categories into a manageable number. "Collapsing" was done on the basis of the roles that group of actors play in the project and its outcomes. The climate variability project is investigating adaptation to climate change – which is very different for fishers, farmers and pastoralists. So research findings will be distinct for each group. However, for the purposes of the project's *outcomes* related to developing a platform for sharing information and research on adapting to climate variability, their roles and behaviors are considered to be similar enough to treat them as

a single Boundary Partner. Projects may decide to have Progress Markers that are specific to a sub-category within a Boundary Partner if outcome information of that type is useful. Boundary Partners had different stakes in the project and expectations for one another. The different expectations were unearthed through the Progress Marker exercise, but were not reconciled, and the experience proved that there was not necessarily a unified vision for the project among the actors.

Outcome Challenges and Progress markers

Outcome challenges are descriptions of how the respective boundary partner (or actor) would behave and relate to others if the program achieved its full potential as a facilitator of change. Progress markers are sets of graduated 'change' indicators in partners that advance in degree from the minimum one - would '*expect to see'* as an early response to the project's introductory or basic activities, to what it will be expected if the program were having a profound influence or was extremely successful in supporting development of the vision and the related partner's behavior. Progress markers are information that the program can gather in order to monitor achievements toward the desired outcome, or more precisely outcome indicators.

In the Outcome Mapping survey, one respondent noted that they don't monitor 'love to see' Progress Markers. One of the trainers noted that some trainees find it difficult to develop 'love to see' Progress Markers. Some of those trainees developed 'expect to see', and 'like to see' Progress Markers and then Outcome Challenges, and the resulting frameworks served their interests well enough.

All the cases analyzed had Outcome Challenges and Progress Markers for the selected Boundary Partners. Some of the cases noted that a benefit of progress markers was that boundary partners could 'see themselves' in the project, and understood more concretely how their behavior would support the overall goals the project sought to achieve. This was somehow more tangible than the numerical indicators or changes of state than the project's original logframe.

In the case of the Safe Water Kiosk project, Boundary Partners designed Progress Markers both for themselves and for each other. The resulting lists of Progress Markers showed quite different perspectives for how they saw each other's contributions. The 'love to see' Progress Marker the entrepreneurs wrote for themselves stopped at the provision of safe drinking water. The government officials said they would 'love to see' the entrepreneurs 'maintaining /sustaining the reduction of waterborne diseases'. The progress markers do not oppose each other, but they reveal different expectations about what 'success' looks like. The different expectations were unearthed through the Progress Marker exercise, but were not reconciled. The project found other indications that there was not a unified vision for the project among the actors. The identified markers may not have been perfect indicators of progression, but in all cases they helped identify an observable line of progression.

Some projects had interesting comments about "love to see" Progress Markers. Even in projects that achieved considerable degree of anticipated Outcomes (e.g., DrumNet), some 'love to see' Progress Markers were not achieved. In the case of Reto-o-Reto, 'love to see' outcomes occurred far beyond the project time-line. The new government policy on land use reflected the findings from the project. This could be a pointer to the value of entrenching ownership of the program vision and objective among stakeholders and Boundary Partners in ways that they are supported even in the absence of the project's ongoing activities. This is one of the benefits of Outcome Mapping, which focuses on targeted behavioral changes rather than project outputs. Writeshop participants noted that, even though the 'love to sees' are on the level of ideal outcome they may not be realistic within the timeframe of a project-like 'impacts' in some approaches to logframes. The 'love to see' Progress Markers serve to endear the stakeholders to the project, and inspire those involved.

Strategy Matrices

All cases developed strategies (matrix of possible activities and outputs) to support the Boundary Partners, although it is not clear that they were all applied. However, given that this is a standard deliverable for all projects (inputs, activities and outputs) regardless of the operational framework used, it is safe to assume that most of the suggestions helped deliver the activities the projects undertook (as well as respective outputs) to support targeted outcome challenges and the broad project vision. Projects indicated that they used strategy matrices in their plans and operations. According to the survey, this aspect of Outcome Mapping is the most commonly applied after Boundary Partners. It would have been useful to identify the most effective strategy in bringing change; that is, activities that cause, persuade or support change or those directed at the individual partners or at the Boundary Partner's environments.

Organizational Practices

The survey showed that organizational practices were implemented least of all Outcome Mapping steps (only four of 24 respondents). During the writeshop, the trainers said that they try to push organizational practices in their training, but agreed that there is a lack of application. Among the cases presented in this book, three (zoonosis, Napier grass and climate variability) addressed organizational practices. One participant at the writeshop commented "ignoring organizational practices can lead to paternalism - you are only focused on influencing others, not considering that you need to grow and develop yourself." Are there disincentives internal to our organizations that inhibit these practices? Do typical project cycle include times and spaces for internal reflection and organizational growth? Or do typical reporting requirements focus so much on project-level results that organizational-level development does not get tracked and documented to the same extent? In fact both the zoonosis and climate variability cases included reporting on organizational practices to the organization which funded their project.

In the Napier grass project, the regional team leader emphasized the need for country teams to track their own lessons and growth. This was done and in the final report, a whole chapter is dedicated to the kinds of changes the project teams underwent to become relevant and effective in supporting change. Most notable were; expanding research mandates to include development needs of the Boundary Partners, creating information exchange spaces with farmers and extension agents, and developing collaborative arrangements with other stakeholders to increase the project's resource base (funds, equipment).

Monitoring progress and performance

The second stage of Outcome Mapping is the management of progress information, especially by the use of journals. In all the cases analyzed, this was not a popular activity. The survey indicated that on average, fewer respondents used the Monitoring aspect of Outcome Mapping compared to developing the Intentional Design and evaluation. In the DrumNet project, Outcome Mapping journals were developed and shared with the boundary teams and field project staff but they were never used. In the Napier grass project, the framework was provided but only used by the country team leaders to fill in progress information as part of their quarterly reports.

Only two of the cases – climate variability and zoonosis, have made efforts to develop and use Outcome Mapping journals. Both projects had to modify them to reduce on the volumes of information to be collected, merging the tracking of outcomes with that of strategies. The Climate Variability project is the only one that shared completed journals in the writeshop. The zoonosis project has plans to use them, but the project was still quite young at the time of the writeshop. In the Climate Variability project, the evidence was gathered through a series of data collection techniques organized by the project team, including focus group discussion and surveys.

In the Napier grass project, the country team leaders obtained information for the journals by calling and discussing with the Boundary Partners, who were more willing to share verbal information rather than write it down. It can be said that using hard copy journals to document project progress is not common during implementation and stakeholders and Boundary Partners would rather share whatever information they have in face to face interactions that are challenging to organize.

Program evaluation

Seven out of 24 survey respondents indicated that they used Outcome Mapping for evaluation. The FAO evaluation project, implemented by ILRI is the only case in the writeshop that used Outcome Mapping for external evaluation. The project being reviewed did not use Outcome Mapping in its planning and implementation but wished to apply the framework in reviewing progress made. This was made explicit in the consultant's Terms of Reference. The final evaluation report was actually an Outcome Mapping report using analysis of information collected from key informant interviews and focus group discussion.

Given the detailed requirements of program evaluation, it can make sense to combine Outcome Mapping with other frameworks to give a product that has covered more ground, integrating both quantitative and qualitative changes.

Application of Outcome Mapping Principles

The Outcome Mapping manual and trainings present several principles. For example;

- A project can try to influence change, but cannot control the behavior of other people. Indeed, influence is mutual: while projects may seek to influence its Boundary Partners, they will also be influenced by it.

- In situations of complexity, change processes are typically not predictable – projects have to adapt their strategies, revisit their understanding of how change happens, notice non-linear progression of results, and find unexpected outcomes. Outcome Mapping was designed to support adaptive management in such situations of complexity.

In the following section, we will highlight some experiences from the cases in this book about the nature of influence and adaptive management.

Outcome Mapping as a support for adaptive management in situations of complexity

There are numerous examples in this book of projects adjusting their plans to respond to unexpected changes or requests and Progress Markers not being realized as expected. Outcome Mapping is an effective tool in supporting adaptive management as well as reinforcing project influence. In the zoonosis project, Outcome Mapping was originally seen as a way of tracking the influence of project research on potential research users, including local community members. However, the Outcome Mapping orientation actually led the project to re-strategize their interaction with those partners in the research activities of the project. For example, under normal circumstances, a health expert would take blood samples from people and cattle. The project team shifted its orientation and decided to train the local people to help with the collection of blood samples, and link them with scientists for the serology study. For the scientists, this made accessing people and animals for blood work much easier. For the Boundary Partner, it made them more fully aware of the research and its results. The case authors claimed that the Outcome Mapping orientation assisted them to transform the way the team did their scientific research, not just their research application efforts.

One thing that we did not see in the cases was a project updating its Outcome Mapping framework during implementation. This is something that is encouraged in Outcome Mapping training. The idea is that change processes typically do not occur as originally conceived, and that a project can document its evolving understanding of change by updating the Progress Markers, Outcome Challenges, etc. along the way.

Outcome Mapping's understanding of influence in open systems

Outcome Mapping emphasizes several aspects of influence. At the heart of the Outcome Mapping approach is the principle that a project should focus its results tracking within its sphere of influence, instead of primarily looking for results among (often far-off) target beneficiaries. Another part of influence is that a project is an "open system". As such, the project not only influences its Boundary Partners, but it is also influenced by them, and by other actors in its external contexts. Influence is mutual and multi-directional.

Moreover, case authors argued that Outcome Mapping had an influence on the way a project team perceives itself. In the cases presented in this book, the researchers were becoming change agents. There was a shift in orientation from pure research to research for development. In the Climate Variability project, for example, project focus group discussions that the project initially saw as data gathering turned into training workshops for Boundary Partners. What may have been extractive data collection before has turned into a space in which people are learning to understand their own realities. There is mutual influence as researchers learn from the people and vice versa.

Addressing some of the challenges raised in the survey

Members of the writeshop discussed the findings of the survey. The participants reflected on whether the presented cases had anything to say about challenges to Outcome Mapping application raised in the surveys.

Follow-up support. The implementers of the projects presented in this book had an initial training on Outcome Mapping, as well as follow-up, project-specific support from experts. In the Safe Water and Reto-o-Reto projects, the expertise was within the organization; in all other cases it was from an external resource person. The case authors emphasized the importance of having project-specific support after their initial introduction to the method.

Relying on Boundary Partners for information. In only one of the cases in this book did evidence of behavior change of Boundary Partners include external perspectives. The others relied on observations from project staff, and evidence from the Boundary Partners themselves. In two cases, DrumNet and Safe Water Kiosks, the projects asked Boundary Partners to fill in monitoring journals, but they did not do so. For the Safe Water project, the project team filled in the monitoring forms instead. In DrumNet, the forms were left blank. DrumNet decided to call together Boundary Partners for periodic meetings, in which they reviewed the Outcome Mapping results framework. Participants at the writeshop discussed whether relying on others for written documentation may be prone to failure in their contexts. In the Napier case, the strong relationships developed between the implementing team and Boundary Partners. The Boundary Partners would call the team, make suggestions, and provide information on outcomes. Some writeshop participants suggested that verbal updates are much easier to solicit than written documentation. The oral-orientation of many East African cultures suggest that face-to-face meetings or telephone calls may be more effective in monitoring strategies than giving Boundary Partners Outcome Journals to fill. A writeshop participant added "you need to consider not just a method, but that *method in an African context*," doing so may lead to adaptations and innovative approaches that will work in those contexts.

The value of investing in Outcome Mapping. In the survey, some respondents commented that Outcome Mapping is expensive and time-consuming. Some of the costs include; the cost of initial training, the participatory workshops needed to develop their intentional design, some follow-up meetings to review progress and re-strategize. Collecting data, analyzing it, and the tools to do so may not be all that different from those you'd need to collect data for any other participatory M&E approach. Monitoring and Evaluation can be seen as a burden, and each method requires time and resources to implement. The question as to whether Outcome Mapping is worth it can only be determined on the value both from the process and the information collected.

Integrating Outcome Mapping with other approaches. The integration of OM with other approaches is a common theme in this book. Survey respondents mentioned it, trainers include it in their courses, and cases show how this has happened in practice. In this book, it is only DrumNet that used Outcome Mapping to plan, monitor and report. All other cases included some integration of other methods. In the Napier grass case, Outcome Mapping was specifically brought in to understand and track interim changes in behavior that affected the control of diseased grass, even while the scientific investigation into a disease resistant variety (the desired impact in the project's log frame) was the subject of continued scientific investigation. Other applied research projects tracked scientific outputs and disease levels through a variety of means, but the behavior change parts were tracked through an Outcome Mapping framework. In each of these, case authors identified that different types of results, tracked through an integrated framework, proved valuable to the project. In some cases, certain stakeholders were more interested in particular results. For example, the entrepreneurs in the Safe Water project were primarily interested in the financial bottomline because they had to repay their loans; but others were more interested in behaviors related to water-borne health issues for the local population.

Recommendations and way forward

There were varied reports on how the intentional design forums were organized and implemented. The key variations of concern are in the number of days it takes (between one and five days) and who was involved (whether Boundary Partner were there or not). Outcome Mapping is a relatively novel way of managing project cycles with a specific focus on how to plan for, support and track outcomes that are likely to lead to impacts. There are several principles on which this is based, including the fact that impacts happen further downstream, they are likely to be the result of many contributing factors. The method requires an understanding of relatively fresh concepts and related background philosophies to help users differentiate it from other methods, develop the relevant frameworks and utilize its value to the greatest extent possible. This is the value of training.

The duration of the training and development of an intentional design varies. Trainers and participants gave experiences of half-day seminar discussions, one-day introductions and three to five-day workshop formats. The longer the time, the easier it is to cover the subject well and participants get to appreciate the methodology, especially for teams that seek to develop implementation and monitoring plans. However, challenges include the inability for many teams to spare or afford days adequate for comprehensive coverage of the subject. This was even more crucial when seeking opportunities to explain to offices high up the organizational levels to influence them to approve and support the operational teams. The high office representatives could hardly get the time, and this has interfered with ownership and institutionalization of the method.

Another issue that presented itself regarding the intentional design was adaptation of terms and concepts. There is not much deviation from the English language terms used in the original manual when developing the intentional design. There were no reports of communities or cultures that found the original words inappropriate enough to warrant adoption of local terms. The only communities in eastern Africa with a strong enough adherence to their local language to warrant translation and adaptation of terms may be Tanzania with Kiswahili or Ethiopia with Amharic. However, there were no representatives from these communities at the writeshop. Future application by these communities may reveal demands for such alteration or, at least, consideration.

The one area that demonstrated need for development of appropriate local adaptation was the use of monitoring journals. Most communities in the

region have relatively low levels of literacy, or low preference for using written material – where sharing what they know or reading what has been shared. In addition, where potentially large volumes of information would require possible infrastructure for digital or electronic applications (ICT), the region is not well endowed with these. If Boundary Partners are identified in such communities, they will prefer forums that provide face-to-face or at least audio (telephone) information exchanges. The DrumNet and Napier Grass projects are good examples where the teams found this worked best and established periodic meetings for project stakeholders to share information.

There have not been many reports of programs using Outcome Mapping in isolation so for now we recommend integration of its concepts and potential value to projects. Through the identification of crucial boundary and strategic partners and tracking of behavioral transformation associated with the former using journals, Outcome Mapping can provide a more systematic way of reporting on the qualitative impacts of a program than any other method.

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Appendices

A. Comparison between Outcome Mapping and other Monitoring & Evaluation approaches

M&E Methods	Main focus	Advantages	Disadvantages
Outcome Mapping	On people, measuring changes in behavior and attitudes and way of doing things Immediate and intermediate outcomes Descriptive, qualitative results and measures Contribution not attribution	Considers formative, process level results (outcomes), which are mostly intangible and largely overlooked by other M&E methods Applicable to large, complex programs and projects involving multiple stakeholders Stresses iterative learning and improvement Considers the journey to results achievement to be as important as the ultimate destination in terms of understanding why and how development takes place Human behavior is an important aspect of people's lives that helps to explain how people use information to transform their lives, relationships and way of doing things	Mainly applicable to complex, long term programs involving multiple stakeholders, actors Needs capacity building on the method, can be expensive
Logical Framework Analysis (log frame)	Programme and project inputs, activities, outputs, and long term impacts Generating quantitative measures and results	Uses a simple matrix table (log frame) to demonstrate logical links between means- ends. Widely used and applied in development organizations Information on the log frame is widely available and accessible Provides a neat concise way to document results	May ignore more intangible immediate, intermediate outcomes Less dynamic and flexible Mainly focuses on ultimate results (impact) Focus may limit iterative learning for improvement Focus on impact may limit understanding of interim achievements and challenges
Consumer Models	On the relative merit or worth of consumer products Summative Impact-focused	Easy to implement with tangible product evaluations (e.g. an iron, a road, a bridge, drinks, food, etc.) Checklists have grown out of this method Increases the accountability of product manufacturers to inform consumers about manufactured products Enhances consumer knowledge about products	May not help to improve understanding about how complex social programs work.

M&E Methods	Main focus	Advantages	Disadvantages
Most Significant Change (story telling)	Identifying domains of change Focuses on both planned and unplanned outcomes Beneficiary experience is key	Provides opportunity for beneficiaries of projects and programs to tell their side of the story concerning how their lives have been affected and impacted Domains of change are not predetermined Flexible approach encourages learning about unexpected or unplanned outcomes and impacts of programs Participatory approach which is inclusive and good for triangulation with other methods	Subjective methodology Validity and reliability of information may not be very high Takes time to implement which may increase cost of data collection and analysis Requires skill in storytelling and listening
Surveys	Focuses on the dependent and independent variables Normally applied to long term interventions where changes will be noted and recorded and analyzed over time Interested in testing hypothesis and generating objective, generalizable findings	Stating the research problem in very specific and set achieving high levels of reliability of gathered data due to controlled observations, laboratory experiments, mass surveys, or other form of research manipulations (Balsley, H.L. (1970) Minimizes subjectivity of judgment (Kealey & Protheroe, 1996 Allowing for longitudinal measures of subsequent performance of research subjects	Context information may not be provided Inability to control the environment where the respondents provide the answers to the questions in the survey Limited outcomes to only those outlined in the original research proposal due to closed type questions and the structured format May be expensive to implement due to logistical considerations May be culturally unsound in practice providing unreliable information

M&E Methods	Main focus	Advantages	Disadvantages
Economic Evaluation Frameworks	Focuses on econometric models Used mainly in agricultural programs Focuses on outputs from investment in inputs Focuses on value drivers and dependencies between	Can conduct cost/benefit ratios from input/output data Useful for baseline studies to determine the quantitative value of inputs and outputs for comparison purposes	Complex with many challenges Requires specialized skills which may not be available
CIPP Model	Context, Input, Process, Products Mainly focuses on education sector but can be adapted to other sectors	Useful for program design, planning, monitoring and evaluation Carefully considers all the requirements of a program from inputs to impacts Useful for ensuring that evaluation reports are comprehensive and holistically addressing program and project components equally Applicable to education type program mainly	Not as well known as other models such as the log frame Capacities would need to be developed The model's logical approach assumes an orderly world which may not exist in reality May favor the planned approach which may vary from the reality, limiting its application

B. List of Projects that have applied Outcome Mapping in eastern Africa

Project Title	Area (Country)	Theme (Sector)	Implement Organization	Status
Adaptation to the impact of climate variability on food and health security in the cattle corridor of Uganda	Uganda in the district of Nakaseke and Nakasongola	Climate Change and Variability, Adaptation	Africa innovations Institute (AFRII) / Makerere University and Gulu University	Ongoing
Agricultural Productivity and Climate Change in the ASALS	Kenya	Climate change in ASALS	Kenya Agriculturall Institute (KARI)	Ongoing
Assessing Utility of Radio in Communicating Agricultural Biotechnology in Africa: Case Studies of Burkina Faso and Kenya	Kenya	Agriculture, Radio-Communication	International Service for the Acquisition of Agri-biotech Applications (ISAAA)	Closed 2010
Better Policy and Management Options for Pastoral Lands: Assessing trade-offs between poverty alleviation and Wildlife conversation (Reto-o-Reto)	Maasai Land in Kenya and Tanzania	People, livestock and environment	International Livestock Research Institute (ILRI)	Closed 2007
Building a GSM enabled Information, Communication, and Transaction System for Small Holder Farmers in Kenya	Western Kenya	Information, Communication and Technology	Pride Africa	Closed 2010
Crop-Livestock Integration for Sustainable Management of Natural Resources in Eastern and Central Africa region	Uganda, Kenya, Tanzania, Burundi	Natural Resource Management	National Livestock Resources Research Institute (NaLIRRI), Uganda, KARI, Livestock Research Institute, Mwanza, Tanzania, Institut des Sciences Agronomiques du Burundi (ISABU)	Ongoing
Management of Napier grass smut and stunt diseases in East and Central Africa	Kenya, Uganda, Tanzania, Ethiopia, Rwanda and Burundi	Crop/Livestock Integration/ Dairy	KARI, NALIRRI, Institut des Sciences Agronomiques Rwanda (ISAR), ISABU (Burundi), ILRI, International Center of Insect Physiology and Ecology (ICIPE)	Closed/ ongoing

Project Title	Area (Country)	Theme (Sector)	Implement Organization	Status
Pastoralist Education Program	Northern Kenya	Education	International Institute of Rural Reconstruction (IIRR)	Ongoing
Pro-Poor Rewards for Environmental Services in Africa	Uganda, Kenya, Tanzania (East Africa), Guinea (West Africa)	Natural Resource Management	International Center for Research in Agroforestry (ICRAF)	Closed 2010
Reducing the Risk Pathways and Vulnerabilities of Wildlife-Related Diseases using and Ecosystems Approach to Health in the Cattle Corridor of Uganda	Uganda in the district of Kiruhura and Mbarara	Zoonotic Diseases and Pastoralists Livelihoods	Makerere University and Mbarara University	Ongoing
Safe Water Kiosk Project	Kenya-Central	Livelihoods	IIRR	Closed 2010
The Regional Support Programme for the Coordination and Capacity Strengthening for Disaster and Drought Preparedness in the Horn of Africa	Djibouti, Ethiopia, Kenya, Somalia and Uganda	Disaster Management	FAO, ECHO (European Commission Directorate-General for Humanitarian Aid)	Closed 2008
Uganda Health Information Network (UHIN)	Uganda	Health Policy & Admin. Management	SatelLife Inc., Massachusetts, United States of America	Closed 2010
Using Outcome Mapping to assess the impact of research on policy	Nairobi, Kenya	Research	ILRI	Closed 2005

C. Training program samples

Schedule I: Five day Workshop

	Day 1	Day 2	Day 3	Day4	Day 5
08:30	**Participant Registration**	**Recap Assignment**	**Recap Assignment**	**Recap Assignment**	**Session 20** Field Trip to a Project Site- Identify Partners, Outcomes, Outcome Challenges, Behavior changes, etc.
09:00	**Session 1** Welcome, Introductions, Climate Setting	**Session 7** Refinement of vision statement	**Session 11** Boundary Partner 2	**Session 15** Strategy maps	
09:30	**Session 2** Objectives of the Workshop, Expectations, Agenda Review				
10:30	***TEA/COFFEE BREAK***				
10:45	**Session 3** Project Presentations (Project Leads)	**Session 8** Mission	**Session 12** Behavior Changes/ relationships, activities, actions of people, groups organizations of Boundary Partners	**Session 16** Strategy maps	**Session 21** Group feedback from field trip
11:30	**Session 4** Overview of the Project Cycle			**Session 17** Organizational Practices	
12.45	***LUNCH***				
13:45	**Session 5** Introduction to Outcome Mapping Methodology	**Session 9** Mission refinement	**Session 13** Progress Markers	**Session 18** Setting monitoring priorities "What gets measured gets done!'	**Session 22** Strategy & Performance Journals
14:45	**Session 6** Vision **Wrap up & feedback session** Close of Day 1	**Session 10** Partner Identification Boundary/ Strategic **Wrap up & Feedback Session** Close of Day 2	**Session 14** Outcome Challenges **Wrap up & Feedback Session** Close of Day 3	**Session 19** Outcomes Journals **Wrap up & Feedback Session** Close of Day 4	**Session 23** Next steps & recommendations on how to integrate OM in practice **Final Workshop Evaluation Certificate presentation** ***Close of Workshop***
15:50	***TEA/COFFEE BREAK***				

Schedule II: Two-day Training

AGENDA

TIME	SESSION DAY 1	SESSION DAY 2
8.30 am	**Introduction** Sessions 1 Aim &objectives of two day workshop	**Recap day 1** Report wrap up
8:40 am	**Session 2** Why OM What is OM	**Session 7** Framing our Outcome Challenge
9.00 am	**Session 3** Our vision	
10-10:30 am	**TEA BREAK**	
11:00 am	**Session 4** Our mission	**Session8 &9** Introduction to stage 2 – OM and Outcome Journal
12:00 pm	**Session 5** Who are our partners?	**Session 10** Monitoring priorities
13.00 pm	**LUNCH**	
14.00 pm	**Sessions 6** Behavior change and Progress Markers	**Sessions 10 contd** Monitoring priorities
15:00 pm		**Session 11** Action Plan
16:00 pm	**TEA BREAK**	
16:15 pm	**Session 6 contd** Behavior change and Progress Markers	**Session 11 cont.** Action Plan
17.00-17:30 pm	**WRAP UP**	

D. Writeshop participants

Name	Organization
Case writers	
Janet Nyaoro	IIRR
Margaret Mulaa	KARI
Charles Muchunguzi	MUST
Beatrice Mukasa	AFRII/Makerere
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Editor	
Aileen Ogolla	IIRR Associate

Outcome Mapping: *Reflecting and learning from applications in eastern Africa*, is a set of cases and reflection on actual practice. It is not intended as a manual, or a show case of 'exemplary' Outcome Mapping practice. Some of the cases may endorse your practice of Outcome Mapping, assist you in developing the methodology, as well as expand your options of monitoring and evaluation. The individuals and organizations behind this publication have been involved with Outcome Mapping, and other monitoring and evaluation (M&E) approaches in East Africa for several years. They have trained, supported others and conducted M&E themselves. They have worked with community-based initiatives, research teams, international organizations, government and consultants.

Outcome Mapping is a relatively recent approach for designing (planning), monitoring and evaluation that builds learning and reflection into programs. The creators of Outcome Mapping were aware that the method would be adapted each time it interacts with the reality of each project and the one thing that it does is to assess the changes in behaviors, relationships, actions, and/or activities of people and organizations. This approach is gaining popularity because of its flexibility and ability to track the progressive qualitative changes that programs seek to influence.

IIRR

MEASURE AFRICA

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