OutcomeMapping

LEARNING COMMUNITY

2011 No. 2

The Outcome Mapping Learning Community

is an informal group of over three thousand members from around the world. It acts largely as a dynamic platform for sharing knowledge and experiences relating to Outcome Mapping; a methodology for planning, monitoring and evaluating projects and programmes, developed by the International Development Research Centre (IDRC). Members come together to solve problems, to showcase and trade their discoveries and good practices, and to support one another in applying Outcome Mapping.

www.outcomemapping.ca

Welcome to the latest edition of the OMLC newsletter, keeping you up to date with innovation, debates and life in the OM community. In this edition, we feature two articles discussing the application of OM to networks. Kornelia Rassmann and co. introduce the use of 'Outcome Harvesting' to evaluate a global network, while Apoorva Mishra and Shalini Kala present OM as a network monitoring and management tool. We also have an article from Charles Warria on the application of OM in a community water and sanitation project in Kenya, and a summary of the recent community webinar on Progress Markers by Ramsha Khan.

Congratulations go to Apoorva Mishra and Charles Warria for submitting an article for the competition we announced in September. They will both be receiving a book. If you have a story to tell about OM, please write to s.hearn@odi.org.uk. There will be a prize for all articles we publish!

Simon Hearn, OMLC Facilitator

A summative evaluation using a retrospective "Outcome Harvesting" approach

By Kornelia Rassmann, Richard Smith, John Mauremootoo and Ricardo Wilson-Grau

In May 2011, the international BetterEvaluation initiative launched a virtual WriteShop; a process spread over several months involving interactions with the facilitator, Irene Guijt, and other participants to document recent, innovative and informative evaluation processes. A number of articles written by the WriteShop participants will soon be published by BetterEvaluation. For a sneak preview, we present here a summary of one of the articles, which describes the application of an Outcome Mapping-inspired evaluation process to a voluntary, technical cooperation network for capacity building in natural science, conservation and agriculture – BioNET.

>> Continued on page 2

Mapping outcomes to influence network behaviour

By Apoorva Mishra and Shalini Kala, ENRAP network

Social change is complex, non-linear, and multi-layered and, for these and many other reasons, it is hard to track and even harder to attribute to specific actors. Projects aiming to support social change invariably have a hard time understanding their progress: The ENRAP project was no exception. This article presents ENRAP's discovery and adaptation of Outcome Mapping for the purpose of planning and monitoring organizational change and the proliferation of knowledge networks.

ENRAP, or Knowledge Networking for Rural Development in Asia-Pacific, was an initiative to strengthen knowledge networks around rural development practice in Asia-Pacific and promoting knowledge sharing locally, nationally...

>> Continued on page 4

A summative evaluation using a retrospective "Outcome Harvesting" approach *(continued from page 1)*

The story of the evaluation is told through three challenges: evaluating an international, voluntary network; ensuring validation and credibility of... outcomes; and implementing a time intensive methodology in a time-deficient situation.

Background

BioNET – the global network for taxonomy – promotes the application of species knowledge (taxonomy) to address the challenges in agriculture, biodiversity conservation, human and plant health in developing countries. The network was established in 1993 and, to date, comprises ten government-endorsed regional networks with institutions and 3,000 individuals in over 100 countries in Africa, Asia and Oceania, the Caribbean and Latin America. BioNET's regional and national coordinators normally undertake their BioNET tasks voluntarily. At the time of the evaluation, its UK based Global Secretariat had two staff members (Richard and an administrator) employed by its host organisation CABI and two freelancing consultants (John and Konny) supporting the Secretariat on a regular basis.

With the funding period coming to an end, BioNET's main funder commissioned an evaluation to assess the merit and worth of the results achieved by the Secretariat-led Global Programme between 2007 and 2010. The purpose of the evaluation was i) to assess the results of the current funding period; ii) to assess the potential of the international BioNET network to contribute further to the food security and biodiversity agendas and iii) to contribute to organisational learning.

Challenge 1 – Evaluation of an international, voluntary network

International, voluntary networks are dynamic, evolving systems, with complex organizational forms. They have open, often loose and non-hierarchical membership structures; diverse institutional mandates; and fluctuating authorities and responsibilities flowing from and around autonomous members. Thus, accountability for what has been achieved by who is diffuse. This can impose challenges for participatory planning, implementation and monitoring, as well as for evaluation.

The BioNET evaluation applied the principles of Outcome Mapping because it specifically acknowledges the fact that it is often difficult, if not impossible, to determine the direct impact of a network in its key areas of work (here for example the *impact* the work of BioNET had on food security and biodiversity agendas) but it is possible to generate evidence and assess the merit and worth of its *outcomes* that plausibly contribute or will contribute to the desired impact. In the BioNET case, the *Intentional Design* concept was introduced only in late 2010, thus there were no pre-determined *Outcome Challenges* or outcomes monitored in the *Outcome Journal*. The lead evaluator (Ricardo) therefore proposed an "Outcome Harvesting" (OH) approach he has developed with co-evaluators since 2003 (see evaluation of Oxfam Novib, Wilson-Grau et al. 2010**:** http://bit.ly/vWNLxK and the BioNET Global Programme evaluation, Wilson-Grau et al. 2011: http://bit.ly/srPuQg). The method enabled Ricardo and his two co-evaluators (plant and environmental scientists), to extract about 200 BioNET outcomes from written material and through communication with network members and map these against outcomes explicitly or implicitly pre-defined in the BioNET programme's log-frame and business plan.

The OH approach applies a similar concept of social change as Outcome Mapping, but applies it to a broader set of actors rather than confining it to "boundary partners" within the subject's sphere of influence. OH defines outcomes as "*observable changes in the behaviour, relationships, activities, actions, policies and practices of individuals, groups, organizations or institutions that were influenced in a small or large way, directly or indirectly, intentionally or not by the network actors*". Thus, the BioNET evaluation also considered outcomes concerning changes of social actors external to the network's sphere of influence, who it did not interact with directly or intentionally.

The BioNET evaluation applied the principles of Outcome Mapping because it specifically acknowledges the fact that it is often difficult, if not impossible, to determine the direct impact of a network

Although the BioNET Global Programme was planned and implemented using a log frame approach and many of the intended users of the evaluation did not have much experience with OM, the approach proved to be a successful way to assess BioNET's contribution as a network to concrete, specific outcomes. Furthermore, by not following a conventional evaluation of what was achieved against what was planned, unforeseen (positive and negative) outcomes were recorded that otherwise would easily have been overlooked.

Challenge 2 – Validation and credibility of outcomes

Most of the sources for the outcomes that informed the evaluation were internal to BioNET. To ensure that the information was still acceptable for use by the primary intended users of the evaluation, the evaluation design was developed in consultation with the BioNET Secretariat and approved by the BioNET Board and the main funder, and clearly specified a validation process.

Two types of 'verification' activities helped to ensure the validity of the outcomes. Firstly, there were several iterations of reciprocal reviewing of the data by the evaluators and the various network actors, where the outcome statements were scrutinized for a plausible rationale between what was reported as achieved and the reported contribution of BioNET. Secondly, the evaluators undertook independent verification of a number of outcomes through interviews with internal or external sources, to see whether there were any contradictions and the outcomes can be considered valid as formulated.

> The intensive Outcome Harvesting process promoted a high level of self-reflection and creativity in summarising the social changes

To further 'substantiate' the findings, the evaluators selected a sub-set of ten outcomes that represented the four priority areas of BioNET's work and whose substance and veracity they considered especially relevant to the evaluation questions. They asked the authors of these short outcome statements to write a fuller formulation, including also a paragraph on the significance of the outcome to achieving BioNET's objectives. Each of the ten 'full blown' outcome statements was sent to up to three 'substantiators', i.e. independent informants who were familiar with the outcome and - where possible - external to BioNET. The outcomes were substantiated on average by 1.7 external parties each. The 'substantiation' process gave the evaluation itself more weight, as the independent substantiators' public record of their agreement or disagreement with the outcomes provided an additional dimension of credibility. In addition, it had a process use: the exercise served as a promotional element for the network that strengthened linkages to some of the external partners who were invited to participate in the evaluation process.

Challenge 3 – Fighting time constraints

The first-time use of a participatory OM-derived evaluation methodology in BioNET demanded days of time from the Global Secretariat, who gave input to the evaluation design, engaged regional coordinators in the evaluation and above all drafted, reviewed, verified and classified outcome statements. For their part, the regional coordinators, who serve BioNET in a voluntary capacity, invested hours of time to draft and review outcome statements from their respective regional networks. In addition, the evaluators were on a very tight time schedule to complete the project within three months.

Without any baseline data from previous OM-type monitoring, the Secretariat's understanding of the network was crucial to adapt the OM-derived evaluation approach, help identify the key social actors BioNET had influenced, and facilitate the evaluators' engagement and interaction with them. Highly beneficial also was the pre-existing knowledge of OM concepts of three Secretariat staff members gained through reading, an introductory training workshop at ODI and through preliminary testing of OM concepts in the network supported by Ricardo in a mentoring capacity. The high level of engagement of network members and substantiators further determined the success of the evaluation.

Conclusions

The Outcome Harvesting evaluation approach proved to be a very successful way to deal with the complex PM&E challenges the network faces and sufficiently flexible to be adapted to the specific needs of the BioNET Global Programme. Furthermore, the approach had a strong positive effect encouraging learning at different levels and amongst different groups of BioNET's stakeholders. The intensive Outcome Harvesting process promoted a high level of self-reflection and creativity in summarising the social changes that had been influenced in a diversity of social actors. It resulted in increased engagement and a better understanding of BioNET's mission and achievements among network members participating in the evaluation, and helped to familiarise network actors with the concept of 'contribution' rather than 'attribution' that is at the heart of OM. This will be helpful when using OM in the future regional and global strategic planning processes and for further improving the PM&E system in the next phase of BioNET. The experience gained thus should have lasting benefits as it has contributed significant insights that are now shaping BioNET's approach to planning and monitoring. Last but not least, the outcomes harvested provided a rich resource of succinct 'achievement statements' to use for promotional purposes.

Kornelia Rassmann was Global Programme Officer, BioNET Global Secretariat, Richard Smith was the Director of the BioNET Global Secretariat, John Mauremootoo was Regional Programme Officer, BioNET Global Secretariat and Ricardo Wilson-Grau was the lead evaluator. This article is a summary of a forthcoming article to be published by BetterEvaluation: www.betterevaluation.org.

Mapping outcomes to influence network behaviour *(continued from page 1)*

...and regionally to influence poverty reduction. With funding from the International Fund for Agricultural Development (IFAD) and Canada's International Development Research Centre (IDRC), the initiative, which ended in March 2011, was designed in three cycles of three years, each with funding of between $1 million and $3 million, to support IFAD's $500 million investment portfolio in the Asia-Pacific region. The members of the network included field workers and managers working in IFAD funded projects; their partner organizations and IFAD staff stationed in country and at the head office in Rome.

ENRAP had potential to be highly beneficial in this context; where the desire for cross-project learning was great but opportunities to do so were few and far between. The project, however, needed to track the progress of the network expansion as well as learn in the process about what works and what doesn't to inform networking strategy. Outcome Mapping was one learning tool that was adopted and found to be particularly useful in clarifying intent, planning, monitoring and building consensus on key issues.

Discovering Outcome Mapping

At the end of the first three year cycle, the network was already beginning to phase out: While the idea of knowledge sharing and networking had been introduced to 15 projects and their partners, most of the projects ended and the connections that were built ended with them. This phenomenon emphasized the importance of supporting adequate behavioural change amongst their members during the life of the project so that the networks don't just collapse when project funding finishes. However, the traditional tools of M&E used in the first phase did not help to unravel if and what had changed in networking behaviour of those who had participated, therefore it was agreed that mapping the journey in terms of behaviour change was going to be critical for a realistic assessment of the project and its effectiveness.

Moreover, ENRAP was a small player in relation to IFAD's overall investment and was institutionally external to the system it was designed to support; and yet it was ambitious in its attempt to influence change across a wide spectrum of actors. It was clear that it could only hope for creating conditions towards sustainability but probably not fully sustainable networks by the end of its three-year life. In the light of this, ENRAP first experimented with OM in its second phase, adopting the Progress Marker tool to clarify the behaviours it was trying to influence and to track these.

In the third and final phase, the ENRAP network planned to cover the full IFAD portfolio in Asia-Pacific with over 55 IFAD projects and their partners. These projects had various stakeholders from field workers; project directors to country programme staff and managers in Rome. In addition the network had now a mix of new and old members with different levels of interest and inclination to participate in the network. This meant that there was diversity of stakeholders and each had their separate sphere of influence, incentives and understanding and were all interconnected.

Further, changes at IFAD particularly relating to its corporate outlook on knowledge management (KM) and operational monitoring mechanisms significantly altered the environment in which ENRAP was functioning: In 2005 IFAD decided that it would monitor its projects itself, a function that had been outsourced till then; and an increasing emphasis on knowledge led to release of IFAD's KM strategy in 2007.

All this made for increasing complexity in ENRAP's third phase. With this and the experience of using Progress Markers in the second phase, the opportunity was right to use OM in a more expanded fashion. It was used to clarify intent through vision and mission statements; define boundary partners; associated outcome challenges; and progress markers. In this way it was used to learn from and track project progress. It was also used to generate information for log frame indicators, which was still a requirement for IFAD funded projects.

Network members became more aware of their role and influence within the network as they gained confidence in sharing and learning from each other. The photo shows project staff responsible for gender mainstreaming in India and Maldives in a network mapping exercise.

Adapting Outcome Mapping to ENRAP needs

During its second phase ENRAP was working directly with forty or so IFAD projects across eight countries in the region. This presented a huge number of boundary partners which couldn't be mapped individually with the resources available.

To get around this problem, the forty IFAD projects were grouped together as one boundary partner, and one set of general progress markers was defined. The ENRAP management team crafted these and comments were sought over email from the IFAD projects. Expectedly, there was very little feedback as network building had only just started. However, enthusiasm progressively improved throughout phase two and a higher and richer number of responses were received.

In the third phase, IFAD and IDRC colleagues responsible for supervision and coordination collectively defined the vision, mission, boundary partners, outcome challenges and progress markers. There was higher level of clarity and conviction in the use of OM.

The OM approach was adapted by collectively framing the vision and progress markers for each boundary partner. This level of clarity helped in setting up a pathway for achieving outcomes set out in the project log frame and thus provided a more practical tool for reference.

By this time IFAD had its offices established in several countries in the region and these became the main boundary partners for ENRAP. There were eighteen in total though with similar responsibilities and were clubbed as one boundary partner called Country Focal Points (CFPs). Other boundary partners were also grouped – IFAD project units; government partners; and Country Programme Managers (CPMs) of IFAD based in Rome and responsible for all IFAD country activities. The discussion on the latter was contentious, since this was part of the donor and ENRAP had no activities and funds to influence them. A year later there was consensus that this group should be treated as strategic partner and not boundary partner.

What we learnt from the OM experience

OM was a particularly useful tool for ENRAP, and worth all the effort to use it in parallel with log frame. In particular it helped with:

1) Mapping the journey and assessing contribution: ENRAP was a small, external player aiming to change the way an organization operates (in this case managing knowledge). OM was extremely effective in positioning ENRAP and clarifying its possible influence on this process. By using OM, it became possible to map the project's early progress and, over 4-5 years, the contribution it made to the change in networking behaviour, as well as the success of the network itself (as demonstrated in the network diagram above).

2) Continuous learning: OM offered the opportunity to track and explain progressive behaviour changes in different network member groups. It was particularly relevant for collectively validating perceptions of these changes, and its iterative process enabled the project team to tell the ENRAP story in a more nuanced way. OM served as a way to consult with network members on the direction of networking activities, generating robust experiential knowledge for effective project management. The adaptable and participative nature of the intentional design helped to build learning throughout the project cycle and validate changes taking place.

3) Tuning project strategy: After the first year of monitoring, it became clear which of the boundary partners the project could exercise more influence on to achieve wider network behaviour change; which helped refine the project focus. Similarly, it also helped sustainability discussions as it became clear that the parts of the network where members had integrated OM into their project management were more dynamic than others.

There were **challenges** also. The size and scope of ENRAP, and the large number of partners spread across a wide geography, didn't make it easy to apply OM. But OM's conceptual flexibility allowed for use in parts and in ways which were practical yet insightful. It was time consuming to ensure that the intentional design was continuously updated and getting feedback from the network members was not always easy as they also faced time constraints. However, the real challenge lay in reaching a common understanding with IFAD on the use of the methodology. It was not so easily understood as other existing methods, such as log frames.

Conclusions

Using Outcome Mapping as a planning, monitoring and learning tool within the ENRAP project was essential to its ability to demonstrate progress and to be effective, even when using only parts of the methodology in the most practical way. It provided a basis for validating perceptions as well as directing strategic decisions, which strengthened project effectiveness. It's adaptable and iterative process provided a mechanism to learn continuously and allowed for changes needed. Though it was more time and resource intensive than filling the log frame, the process of collectively arriving at the intentional design, reviewing and updating it, ensured that the story of ENRAP and the change it contributed to was as credible as it was participative and accountable to the many stakeholders. Furthermore, it gave a more detailed understanding of the journey of this change for future institutional learning.

Drinking their way to better health

A case of community-based water entrepreneurs adapting outcome mapping to create access to safe drinking water in central Kenya

By Charles Warria

For many years, the people of Mwea village in Gatundu North district, Central Kenya, walked long distances to their only source of water, river Kariminu, to access the precious commodity.

Margaret Wambui, a 27 year-old mother of four has lived in Mwea all her life. She washes the family linen in the river oblivious of the contamination that takes place in the river. "It's too tiring to get out of the river to pour the dirty water farther away; besides, everyone pours it in the river," she explained, pointing to a group of women washing their clothes in the water. She continues, "Many people complain of stomach pains, diarrhoea, amoeba and malaria. We have been informed by health officials to boil drinking water or treat it to prevent these diseases but many people do not do it as firewood and chemicals are expensive."

In August 2009, a group of non-profit organizations conducted assessments jointly with the local community on the feasibility of a project that will make clean and purified water accessible and affordable to all the villagers. The idea of the Safe Water Kiosk was born.

The project brings together a group of five non-government organizations (Safe Water Network from USA, International Institute of Rural Reconstruction, PureFlow, Sterling Micro and HOPE Worldwide Kenya) and a number of community Smallholder Entrepreneurs to improve the health of communities through provision of safe drinking water using sustainable low cost water purification systems.

Guided by the desire to reduce the prevalence of water-borne diseases, the long distances to fetch water and the high costs of treating water-borne diseases, the consortium embarked on an Outcome Mapping approach that focused on influencing behaviour change among the local actors and community members. While the NGOs focused on capacity building and technical and financial support, the local Smallholder Entrepreneurs organised the construction of water kiosks and pumped, purified, packaged and vended the water to local residents at subsidized and affordable costs.

The NGOs were guided by a joint strategy map that combined expertise and resource allocation, consequently blending the rich contributions from five different technical organizations into one package of intricately coordinated support for the local Smallholder entrepreneurs.

The Smallholder Entrepreneurs were guided by a jointly developed outcome challenge and progress markers that described expected and desired progress in achieving the envisioned ultimate change for the local people.

Within a period of less than six months, tremendous changes and achievement of progress markers have been realized. The Smallholder Entrepreneurs donated land, constructed kiosks, mobilized community members to dig trenches for pumping water from the river and acquired water purification equipment. The result was clean and purified water available to every community member at affordable costs of less than 10 US cents for 20 litres.

What was only a dream has become a reality for the 6500 residents of Mwea village. With the newly constructed safe water kiosk, the residents of Mwea now have access to safe drinking water and singing their way to the bank with savings from health expenses.

Rachel Muiruri, a villager of Mwea says. "We are grateful that the initiative is relieving our burden. We are very happy." The installation of the kiosk has been a bold step in the journey to empowerment and better health, especially for women of the Mwea village in Gatundu district.

But the kiosks are not the only positive outcome from this project, the process itself has also brought about change for the better: The project introduced a new school of thinking among the rural communities on monitoring progress from a behavioural observation level. They learnt that results come out of changed positive behaviour, when people begins to do things that they were previously not doing, or change certain behaviours that they were not doing right.

The adaptation of Outcome Mapping was a little slow at the beginning, with people getting used to new concepts like progress markers and outcome challenges. But eventually the stakeholders got used to it and they began to monitor the progress markers of the other stakeholder and vice versa.

Community webinar report: A Complimentary Approach to Developing Progress Markers

By Ramsha Khan, ODI Intern

In 2009 and 2010, Julius Nyangaga and Heidi Schaeffer conducted a research study to investigate the use of progress markers, a tool in Outcome Mapping, and to identify patterns in the behaviour changes captured in them. In an OMLC webinar in October 2011 (attended by over 70 members), Julius and Heidi presented the results of their research and offered a number of recommendations for people developing progress makers. This report presents a summary of the webinar.

The webinar opened with a presentation by Julius and Heidi. By way of introduction they offered definitions for the various terms they are using and provided some background on the context of the study: Their study aimed to show that planned transformation in boundary partners, as described by progress markers, follows a predictable pattern, independent of the expect to see, like to see and love to see classification.

Julius and Heidi then went on to describe the research process. Through an open call, they received 32 sets of progress markers from 13 projects to include in their research. Analysis of the progress markers demonstrated a clear categorisation into three types of practice-oriented outcomes. These stages of change, called P1, P2 and P3 (with P standing for practice), were identified using the metaphor of a journey.

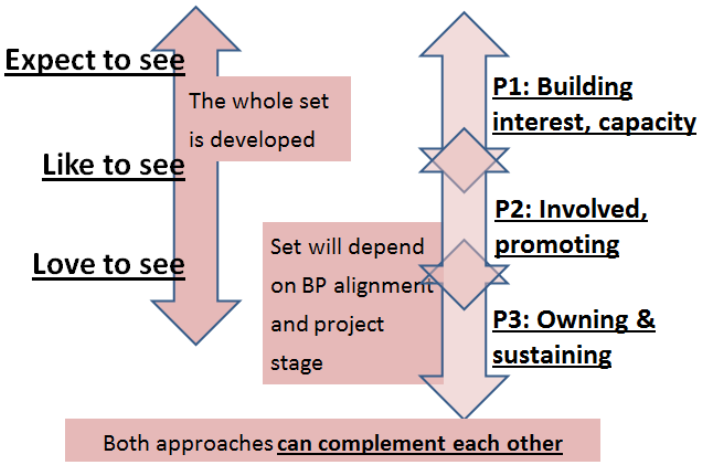
P1 describes how Boundary Partners develop an understanding of their roles and the project goals, deemed as the preparation level for the journey. Outcomes categorised in P1 are useful when introducing the project intentions to stakeholders, especially in the cases where the latter are passive towards the project objectives.

P2 is about greater engagement in project activities and the promotion of the vision to other actors, and conceptualised as the beginning of the journey.

P3 is the final level, where the boundary partners assume ownership of the transformation, the owned journey continues and they take leadership. These are for those boundary partners that are so aligned with the project's vision they can support institutionalisation of planned stages.

The PMs developed for any one BP will depend on the stage of project implementation and the alignment status of a particular BP to a program's vision and mission. Thus they strongly depend on context and the stage being addressed in the process. P1 aims to inform BPs; outcomes achieved at this level can be very significant. In the P2 stage, the BPs are already aligned to the transformation and getting the project going. The P3 stage is for those BP who will support the desired change for a long time beyond the project. It was mentioned that **these are not necessarily time bound**, and can be used for internal change within institutions as well.

When comparing these levels with the 'expect to see', 'like to see', and 'love to see' progression, the latter are usually developed all together as a set, in the beginning of the project. These then can be categorised into the P1/P2/P3 levels, which can then comprise of just P1, P3 or P2, or combined together, depending on the BPs – as in the diagram below.



Jan Van Ongevalle, a veteran OM user and steward of the OM community, was invited to make some comments. He noted that this approach provided a deeper understanding, and found the real examples in the research (which can be found on the OMLC website) very useful. He had seen some of the outcomes in his previous experiences, such as the P3 level of ownership to change. However he cautioned against the idea of these levels being linear, and stated that the nonlinearity of the P1/P2/P3 approach was helpful. Many progress markers of some BPs often focus on action rather than knowledge acquisition in 'expect to see', so it would be useful to see the frameworks in flexible ways, as they will be strongly determined by the complexity of the program.

A full recording of the webinar can be found in the OMLC resource library.

Community News

OM LAB 2012

Outcome Mapping: Learning to Adapt

6-9 February 2012
Beirut, Lebanon

"Outcome Mapping is one of the few approaches to evaluation that really addresses the interconnected nature of many of our programs and projects. OM Lab 2012 will provide a chance for the international network of OM users to share what they have learned and what they are seeking to learn about how to do this well."

- Patricia Rogers, Keynote speaker and Professor of Public Sector Evaluation at RMIT, Melbourne

The OM Lab 2012 registration was launched in September 2011 and already we have over 50 people signed up, including nine case study presentation showcasing adaptation of Outcome Mapping. The OM Lab team, led by OMLC Steward Kaia Ambrose, have developed an exciting programme featuring keynote speaker, Patricia Rogers, a master-class by Ricardo Wilson-Grau, plus a conversation with the founders of Outcome Mapping: Sarah Earl, Fred Carden and Terry Smutylo. For those that can't make it to Beirut, there will be plenty of opportunities to participate virtually, through pre and post Lab email discussions, Twitter, and (technology allowing) session recordings.

New resources in the community library

Show me your impact: Evaluating Transitional Justice

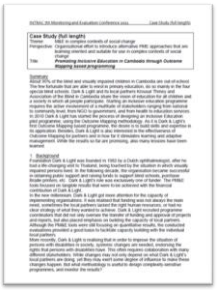
Using OM to evaluate a transitional justice programme in Guatemala

http://bit.ly/rWq27f

Promoting Inclusive Education in Cambodia through Outcome Mapping based programming

Supporting learning and adaptive programme management through OM

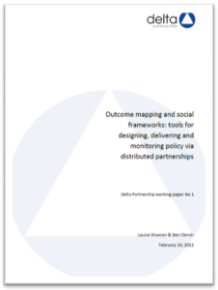
http://bit.ly/u1XAc7



Outcome mapping and social frameworks:

tools for designing, delivering and monitoring policies via distributed partnerships

http://bit.ly/ta6i7E



Outcome "Harvesting" - Evaluation of Oxfam Novib's Global Programme 2005-2008

An application of Outcome Mapping to evaluate programme outcomes

http://bit.ly/vWNLxK

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