

International Livestock Research Institute

Outcome Mapping by the Safe Food, Fair Food project:
Experiences, lessons and recommendations

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Abbreviations and acronyms

| | |
|---------|---|
| EAC | East African Community |
| FAO | Food and Agriculture Organization of the United Nations |
| ILRI | International Livestock Research Institute |
| IUCEA | Inter-University Council for East Africa |
| NARS | national agricultural research systems |
| RUFORUM | Regional Universities Forum for Capacity Building in Africa |
| UNIDO | United Nations Industrial Development Organization |
| WHO | World Health Organization |

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Introduction

The International Institute of Rural Reconstruction offered support and training on Outcome Mapping for the Safe Food, Fair Food project, the short name for the project titled *Risk-based approaches to improving food safety and market access in smallholder meat, milk and fish value chains in four African countries*. The project aims at improving the livelihoods of poor producers and consumers by reducing the health risks and increasing the benefits associated with meat, milk and fish value chains. The project was implemented by the International Livestock Research Institute (ILRI) and national and regional partner institutions in East, West and southern Africa.

The teams were introduced to the Outcome Mapping approach in a training-and-planning workshop held on 28-29 May 2012 and a progress review workshop held on 14-15 October 2013. Both workshops were held at ILRI's Nairobi campus and attended by the regional project team leaders and the principal investigator. They were facilitated by the Outcome Mapping facilitator, Julius Nyangaga from the International Institute of Rural Reconstruction. A closing workshop was held on 27 November 2015 to share understanding, experiences and related challenges on the use of Outcome Mapping for the Safe Food, Fair Food project and similar research projects.

This is a report on the project teams' understanding and application of the Outcome Mapping concepts and suggestions on better use of the same. The report compiles what was reported by project managers from various regions.

Outcome Mapping induction

Outcome Mapping is variously defined as an approach to project planning, monitoring and evaluation that focuses more on the social and institutional changes a program wishes to initiate or establish; changes (or outcomes) that are meant to influence the eventual development of desired impacts.

The approach is based on the 12 steps/concepts presented in Figure 1 given in greater detail in its manual¹ with user discussion continually taking place in a global network of users: the Outcome Mapping Learning Community².

A brief explanation of each the steps (referred to as concepts for the Safe Food, Fair Food project) are indicated in Table 1.

¹ Earl S., Carden F. and Smutylo T. 2001. *Outcome Mapping: Building learning and reflection into development programs*. Ottawa, Canada: IDRC. http://www.outcomemapping.ca/download/OM_English_final.pdf

² A global, informal, open membership network for sharing information and facilitating learning on using Outcome Mapping for planning, monitoring and evaluating complex interventions. <http://www.outcomemapping.ca/>



Figure 1: The 12 steps of Outcome Mapping.

Source: Earl et al. (2001)

Table 1: The key Outcome Mapping steps/concepts explained

| Outcome Mapping step/concept | Brief description of contents |
|--|---|
| Vision | The vision reflects the large-scale development-related changes that the program hopes to encourage. It describes economic, political, social or environmental changes that the program hopes to help bring about, as well as broad behavioural changes in key boundary partners. The ultimate achievement of the vision lies beyond the program's capability; however, its activities should contribute to and facilitate that end. |
| Mission | This is how the program intends to support the vision. It includes the areas in which the program will work toward the vision, but is not a detailed list of all its activities. It represents what the program wants to grow into as it supports the achievement of the vision. |
| Boundary partners | These are the individuals, groups or organizations with whom the program interacts directly and present opportunities for transformation that will show progression towards the vision. They are called boundary partners because, even though the program will work with them to effect change, it does not control them. The power to influence development rests with them. |
| Outcome challenges | Outcomes are the effects of the program "being there", with a focus on behavioural change of affected actors. An outcome challenge then describes the transformation in an individual, group or institution if the program is extremely successful. |
| Progress markers | These are graduated indicators of progression identified for each outcome challenge that the program is targeting. They show the complexity of the change process associated with each boundary partner and are used to monitor achievements toward the desired outcomes. They should advance in degree from the minimum one would expect to see the boundary partner doing as an early response to the program's basic activities, to what it would like to see them doing, to what it would love to see them doing if the program were having a profound influence. |
| Project matrix or map | These are the activities (and outputs) that will be used by the program to contribute to the achievement of an outcome. A matrix is used because the activities are usually a mixed set of approaches whose combination presents the greatest potential for success. |
| Organizational practices | The program, as a change agent, is expected to implement practices that make it more effective in its mission. Taken together, these organizational practices describe a well-performing organization that has the potential to sustain change interventions over time. |
| Steps 8 to 11: Outcome and performance monitoring | Through monitoring the outcomes, the activities and outputs and the functioning of a program as an organizational unit, Outcome Mapping unites process and outcome evaluation. |
| Step 12: Evaluation planning | This is a method for the program to identify its evaluation priorities and develop an evaluation plan |

In the first training workshop and subsequent review, the project teams were asked to apply all steps except organizational practices and evaluation planning.

Outcome Mapping application analysis

To analyse how the project teams had understood and applied each of the Outcome Mapping concepts that had been presented, a template was sent to them. The template is shown in Appendix 1 and the comparative responses that were given by the teams are in Appendix 2.

The remainder of the report shows how each of the three project teams (described as eastern, western and southern teams) reported their understanding and application of the various Outcome Mapping concepts as were presented and supported in the course of the project.

Understanding and applying Outcome Mapping in the regions

The vision

All the three team leaders indicated that they understood the concept and how it was applied. All team leaders pointed out that the vision statement helped describe the target goal in clearer detail. The southern team leader stated that the vision helped narrow down a broader overall project vision, clarify actionable targets and support informed decision-making. The vision statement should be developed through participatory processes. In this way, all stakeholders, including the boundary partners, get to understand the change the project was targeting and their respective roles in supporting its realization. The eastern team vision (developed with the project's stakeholders) included *'a built capacity of the actors in issues related to food hygiene and safety, standards organization in the partner states engaged with national research organizations to establish appropriate (practical, achievable) incentive-based standards for improved compliance in the sector and infrastructure (institutions and physical) established to help the sector to access markets.* The team mentions challenges to the concept's understanding as the *'setting of standards for formal and informal food markets and funds for the infrastructure that would help access the market(s)'*. It is not quite clear how this was a constraint. The leader of the western team had no problem understanding the vision but reported challenges of how to *'involve the decision-makers'* and suggested *'engaging with regional economic organizations'* for better development of the concept.

A project or program may change a vision statement but this will depend on the timeline. For the Safe Food, Fair Food project which only ran for about three years, the program and regional projects did not change their vision statements.

The mission

Only two teams reported on the extent to which they understood this concept: the western and southern teams. The western team indicated that the concept would be better used with 'Engagement of the ministry in charge of food and nutrition and health'. It is not clear how this would have helped.

Boundary partners and their outcome challenges

The three team leaders indicated that they understood the concept, although the eastern team reported that partners 'were never informed of their classification'. Challenges reported in all the three regions include inadequate engagement and ambitious suggestions of boundary partners. Table 2 shows the boundary partners that had been identified by the project teams.

Table 2: Boundary partners selected by the Safe Food, Fair Food project teams

| Project team | Eastern | Western | Southern |
|--------------------------|--|---|--|
| Boundary partners | <p>Policy group Hygiene divisions in the Ministry of Health, Ministry of Livestock, food safety authorities, local authorities</p> <p>EAC, bureaus of standards Include livestock and health desk, animal foods standard officers</p> <p>Academia and research Institutions Deans of Veterinary and Public Health Schools, Food Science, Inter-University Council for East Africa, Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), national agricultural research systems</p> <p>Producers, informal marketing and consumer organizations Organized groups dealing in informal animal-source food products</p> | <p>Regional organizations Economic Community of West African States Economic and Monetary Union of West Africa Food and Agriculture Organization of the United Nations (FAO) World Health Organization (WHO) United Nations Industrial Development Organization (UNIDO)</p> <p>National government (Côte d'Ivoire) Ministry of Agriculture Ministry of Livestock Production Ministry of Health Ministry of Infrastructure</p> <p>Producer organizations Association Nationale des Organisations Professionnelles de Côte d'Ivoire (producteurs) Association pour le Développement des Cultures Vivrières Intensives (producteurs) Filière bétail viande Fédération Nationale des Coopératives du Vivrier de Côte d'Ivoire (commerçants)</p> <p>Consumer organizations L'association de consommateurs libre en Côte d'Ivoire</p> <p>Research centres Ecole Inter Etats des Sciences et Médecine Vétérinaires de Dakar Institut Pasteur Universities Platforms like AfriqueOne</p> | <p>Regulatory bodies and policymakers Southern African Development Community (food safety committee) Food safety departments at the Ministry of Agriculture, Health and any other ministries Bureaus of standards World Organisation for Animal Health WHO, FAO, UNIDO African Union-Interafrican Bureau for Animal Resources</p> <p>Academic and research institutions Centre for Agricultural Research and Development for Southern Africa National Agricultural and Health Research Institutes Universities, departments of veterinary medicine, food science RUFORUM</p> <p>Intermediary and end users Food handlers' groups or associations National producer associations Consumer associations</p> |

Source: Original project planning reports (intentional designs) developed in 2012

The eastern and western teams pointed out the challenges encountered when involving or interacting with stakeholders. For the eastern team, this was mostly with the East African Community (EAC) desk which '*proved a big hurdle*'. The project had not been able to reach the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), national agricultural research systems (NARS) and the Inter-University Council for East Africa (IUCEA) and the (supply) chain actors. The team recommends developing realistic and achievable goals and expectations, which implies wise selection of partners to support.

The western team reported that a targeted consumer association was not strong and their influence was very limited. The team also reported that there was '*more training at academic level and less training at institution level and ministries*'. The southern team reported that they were '*far too optimistic in the number of boundary partners that [they] intended to interact with*' but did not give any suggestion.

All three teams reported that they understood the concept of outcome challenges, although the southern team indicated that the project was not able to address the outcome challenges due to lack of funds, which is understandable. It is for this reason that at the closing workshop, the following recommendation was made in the project's identification of boundary partners.

In selecting boundary partners:

1. A change agent (a project or organization) should only try and work with three to six boundary partners. The more boundary partners there are, the more challenging it will be to engage, support and monitor developments. Fewer boundary partners will mean that the change agent has accepted a wider set of assumptions that all supporting factors will be in place.
2. The selection of these boundary partners should be guided by a stakeholder analysis that uses the following selection criteria:
 - a. The ease with which the project change agent can interact
 - b. The power of the boundary partner to influence transformation to vision
 - c. Where evidence of transformation will be an indication of progress

Can you change boundary partners? When?

The participants agreed that it was acceptable and even expected for a change agent to change the set of boundary partners they were working with in various ways, such as, through re-classification (and inclusion), dropping or adding others. Such changes may be done during scheduled progress or performance reviews.

Progress markers

All three teams reported that they understood this concept. The eastern and western teams even reported the extent to which progression was made. The eastern team particularly pointed out that some ‘expectations might have been too high’.

Outputs and outcomes in capacity development projects

The participants agreed that as research institutions or projects, most of their outputs were related to information sharing and capacity development. However, it was challenging to identify and report on the outcomes beyond those immediate results since they may not be in continued contact with the training or information recipients. For example, how do you identify and document outcomes of workshop and conference participants where you have presented a paper? They were advised that outcomes of such change agent process can be wide-ranging along the knowledge-attitude-practice continuum and attempts can be made to track them using the framework in Figure 2.

| Outcome transformation | Knowledge | Attitude | Skills | Practice |
|--|-----------|----------|--------|----------|
| Individual change | | | | |
| Organizational reform (as a result of the individual change) | | | | |
| Institutional reform (as a result of the individual and organizational changes) | | | | |

Figure 2: The range of outcomes that are supported and can be tracked and documented by research and academic agents.

The more the observed transformation falls towards the right and bottom of the framework in Figure 2, the more substantive the outcome. For research and academic projects like Safe Food, Fair Food project, some of the outcomes that can be identified include how related findings have been used to influence further research (by students or other researchers), technology uptake and institutional or policy reform.

Strategy matrices and project strategies

This was the one concept that was reportedly not understood or used. The eastern team indicated that they did not understand the concept and hence did not develop any matrix. The southern team did not use a strategy matrix at all and in subsequent interviews, cited funds as a crucial limiting factor. The western team understood what strategy matrices were about but was not able to use them due to funding constraints.

This could imply that they had a matrix (that is, suggested support activities) but were not able to apply it due to limited resources.

Monitoring the Outcome Mapping framework and journals

This section was not applied fully as none of the project teams gave any information about this or showed how they understood or used monitoring systems. This was expected because during the introduction and review meetings, there was not enough time to explain and discuss how the project teams could monitor the projects, possibly by use of journals. A member of the southern team reported that one of the projects she was engaged in (the imGoats project, <http://imgoats.org>) had field staff filling the monitoring journals to track progress but “they [field staff] are not strong in completing the forms”.

The teams were advised to develop monitoring frameworks that contain all the listed progress markers, with a provision of how to report the extent to which progress is being realized. An example was used, reproduced in Figure 3.

| | | | |
|--|---------------------------|--------------------------------|--|
| Name of Boundary Partner: | | | |
| Outcome challenge: | | | |
| Level of achievement | L (=Low) | M (=Medium) | H (=High) |
| Expect to see Or P1 changes | “One or two people aware” | “Half the department is aware” | “All people in organization aware and ready to change” |
| Like to see Or P2 changes | | | |
| Love to see Or P3 changes | | | |
| Other changes (behavioural transformation in other actors; both positive [in support of vision] and negative [constraining progression to vision]): | | | |
| Project strategy that have affected those changes: | | | |
| Other (external/non-project) factors that have affected the changes reported above: | | | |

Figure 3: Template of a monitoring framework that can be applied in tracking and reporting outcomes.

There are various ways such journals can be used, including filling out reports in hard copy or online databases that allow quick extraction and use of the information. Teams can also use scheduled face-to-face forums (review meetings) to discuss and agree on what has progressed.

Research and academic projects are likely to have students or junior researchers who can either be hired to fill the journals or encouraged to collect the information as part of a research project.

Using the Outcome Mapping approach elsewhere

All three project teams reported that they had used Outcome Mapping elsewhere (other than the Safe Food, Fair Food project). The eastern team was planning to use Outcome Mapping in an upcoming *Safe Food, Safe Dairy* project that would be implemented through Farmer Field Schools. The team intended to use a 'move the base' approach to train farmers at the grassroots on aflatoxin management in dairy products. Once empowered, these farmers would then lobby relevant government ministries to act. Some of the approaches to be used will be training East Africa players on relevant laboratory data analysis while the farmers would be trained in theory and also by use of demonstration farms. This is a plan and hence not much can be said about the effectiveness of Outcome Mapping application for the project's goals.

The western team indicated that they applied Outcome Mapping concepts in 'the frame of Afrique One' and a project on risk characterization of *Streptococcus infantarius* subsp. *infantarius* isolated from African fermented dairy products.

The southern team supported the use of Outcome Mapping in two projects: (1) the imGoats project (2011-13), but only with project staff from ILRI and two implementing non-governmental organizations³ and (2) an innovative beef value chain development project (2013 to date) also with external partners (boundary partners).

Outcome Mapping in evaluation

During the closing workshop, the project team leaders asked for guidance on how to use Outcome Mapping for evaluation. Project evaluations can be based on three designs: standard evaluation, utilization focused evaluation and outcome harvesting. The following advice was given.

Outcome Mapping for standard evaluation

Such evaluations expect the results to be compiled using the Organisation for Economic Co-operation and Development criteria of **relevance, effectiveness, efficiency, impact and sustainability**. Data are collected and analysed on the extent to which the project answers to those criteria. Outcome Mapping data contributes to effectiveness by providing information on the extent to which targeted behavioural change has been achieved. It also serves the efficiency parameter when the project interventions are

³ The use of Outcome Mapping by the imGoats project has been published in an ILRI research brief. Taye, H., Swaans, K. and Hendrickx, S. 2014. *Using outcome mapping as a monitoring and management tool in a small ruminant value chain project*. ILRI Research Brief 18. Nairobi, Kenya: ILRI.

analysed to establish their worth in input compared to the effect and impact. Outcome Mapping will also serve the criteria of sustainability if this had been built into the design, that is, the extent to which the project's mission had been achieved by building the capacity of relevant stakeholders to continue the mission beyond the project.

Utilization focused evaluation^{4,5}

Here, the evaluation is strongly guided by the users of the study who, through the intended uses, will develop key evaluation questions for the data required. If the evaluation questions require an understanding of how stakeholders have transformed and/or which project interventions were most effective, Outcome Mapping provides answers from observed outcome changes and applied project strategies.

*Outcome harvesting*⁶

This is an off-shoot of the Outcome Mapping methodology where an evaluator investigates observed changes (in retrospect) that may be related to the project and the project strategies that may have contributed to them. The transformations studied are stakeholder behavioural changes that may have been supported by the project's cause or supportive strategies.

Discussion

Although all teams indicated that they understood most of the Outcome Mapping concepts, notable gaps were observed in their application. In developing the **vision**, the eastern team leader referred to challenges in establishing food standards for formal and informal sectors and the inadequacy of funds to establish the necessary infrastructure as the main limitation. However, an Outcome Mapping vision is meant to be an inspiring goal without any reservation. The project is supposed to describe the vision as a holistic dream that may not be fully achieved but which provides a direction to work towards. The southern team leader had overcome this challenge by indicating that their Outcome Mapping vision helped narrow down a broader overall project goal. This implies that they developed a goal that was in line with the project's specific targets and possibly achievable.

Outcome Mapping is meant to be a very participatory process with the change agent (in this case, the project teams) engaging stakeholders in the design, implementation and monitoring of the project. The eastern team indicated that '*actors attended meetings*', and this may have helped develop the vision. The western team reported that they had

⁴ Patton, M.Q. 2008. *Utilization-focused evaluation*. Thousand Oaks, CA: Sage.

⁵ Patton, M.Q. 2012. *Essentials of utilization-focused evaluation*. Thousand Oaks, CA: Sage.

⁶ Ricardo Wilson-Grau and Heather Britt. *Outcome Harvesting*. May 2012 (Revised November 2013).
http://www.outcomemapping.ca/download/wilsongrau_en_Outome%20Harvesting%20Brief_revised%20Nov%202013.pdf

challenges of how to ‘*involve the decision-makers*’ and suggested ‘*engaging with regional economic organizations*’ would have helped.

The **mission** is supposed to be a presentation of what the project is and its strategic position for the vision, without going into details of specific activities. This may refer to the project sector (or professional/technical background), the types of stakeholders the project intends to engage with and even why. The mission is not meant to be a strict deliverable and the reflections by the eastern and western teams about challenges in interacting with certain stakeholders should not have been a constraint in the development their missions. The better way of approaching this would have been to only to state the types of partnerships the project expected to work with or reach out to. The extent to which this is achieved can best be captured in reviews and progress reports.

The concept of **boundary partners** (and how they would be transforming, which comes later as outcome challenges and progress markers) is a fundamental principle in the successful application of Outcome Mapping. The concept starts with who is identified as a boundary partner. The Outcome Mapping approach presents a framework of transformation and encourages teams to work with boundary partners within their sphere of influence (Figure 4).

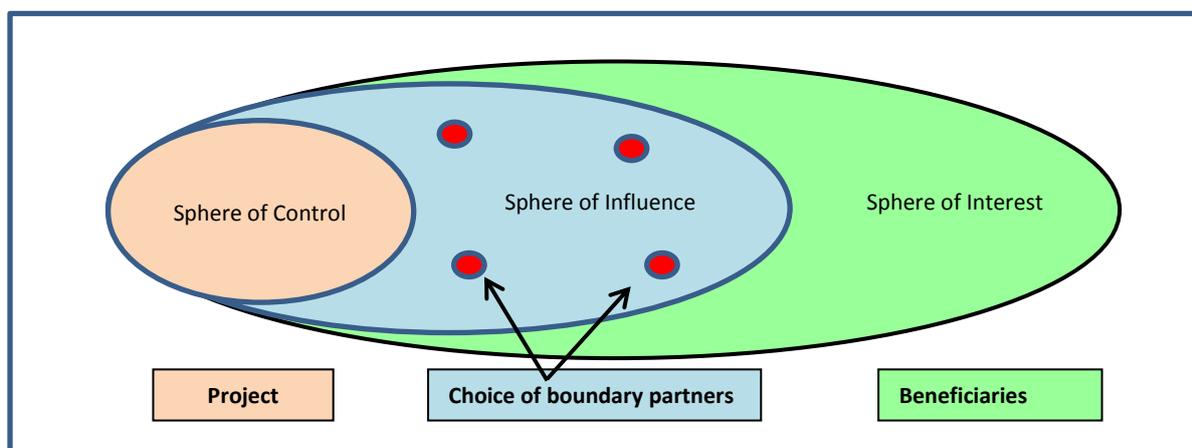


Figure 4: A project’s sphere of control, influence and interest for choice of boundary partners.

The number of boundary partners should also be within the project’s capability of reach and influence, and it is recommended that teams work with four to six boundary partners.

All the three project teams were mainly composed of the single leader (because there is no indication that there were other close working members) and had challenges interacting with the extensive list of boundary partners they identified (Table 2). As a result, by the end of the project the eastern team reported that ‘*RUFORUM, NARS and IUCEA have not been approached and the project has not moved to the chain actors*’ and

the southern team indicated that they were ‘*far too optimistic in the number of boundary that [they] should have interacted with*’.

The teams reported that they understood what an **outcome challenge** was but more needs to be done to demonstrate this. For example, the southern team reported that they could not support an outcome challenges due to lack of funds. Yet the outcome challenge is supposed to be the most ideal behavioural state in a selected boundary if the project had the most successful transformational effect. The project’s support may be constrained to fully achieve such change due to resources at its disposal, among other factors, but that does not mean the team sets limits when developing the outcome challenge. The description of a boundary partner’s outcome challenge is best done when identifying who they are. The outcome challenge is supposed to be either the vision status behaviour or what the boundary partner should be when fully supporting the vision.

It is for this reason that the use of the template in Figure 5 is proposed when identifying boundary partners and suggesting their outcome challenge. Note that there should be one outcome challenge for each boundary partner, which implies that project teams should be cautious in identifying the boundary partners they should work with.

| Identity of boundary partner | Why? | Outcome Challenge |
|---|---|---|
| Single name/category/title, etc. used for boundary partner | Who exactly is implied by the identity: <i>List or describe</i> | <i>The ultimate desired behaviour that will imply full delivery in support of the vision.</i> |
| | Their expected roles and functions: <i>Why identified, which must be in line with the project vision</i> | <i>This could be the direct opposite of the (limiting baseline behaviour)</i> |
| | The baseline/current behavioural status: <i>The (current) behaviour that limits full delivery of their roles/functions in support of the vision</i> | |

Figure 5: How to describe boundary partners and develop their outcome challenge.

So the western team would have to work more to clarify what they meant by their outcome challenges and suggestion for better use of the concept. It may have been the choice of boundary partner for they reported that a ‘*targeted consumer association was not strong and their influence is very limited*’. When the team reports that there was ‘*more training at academic level and less training at institution level and ministries*’, it may mean that the training was directed at the ‘wrong’ boundary partner; this is a mission and strategy issue.

Progress markers are supposed to be milestones of gradual transformation from the current status to expected and finally to the most desired behavioural change in a

boundary partner. Progress markers are a recognition that the ideal change (**outcome challenge**) may not be achieved at once and a project will have to be patient (and usually tactful) as they describe expected transformation from current boundary partner's status to most ideal change. When participatory projects involve the boundary partners in developing the progress markers, they stand a better chance of achieving the change pathway. The three teams reported that they had no problem understanding the concept. Two teams indicated that they may not have achieved what was originally laid out, suggesting that either the outcome challenge was too ambitious or the change pathway was not given much consideration.

There is reported inadequacy with understanding of the use of the project's **strategy matrix**, which is a way of developing its supporting activities and outputs to support the **boundary partners** and their transformation (the project's outcomes). All project teams carried out various activities to support target outcomes. These included organizing meetings and training sessions and dissemination of research findings. However, these were not developed through the use of any systematic arrangement. The **strategy matrix** is meant to be a way of developing innovative, and possibly less costly, suggestions of how to support outcomes but most teams reported that their budgets were a big limitation.

As mentioned earlier, not much time was allocated to monitoring systems during the training and review workshops and it was, therefore, not a surprise that little was done towards this end. The project teams did not develop or use any **monitoring processes**. The southern team pointed out that they could not monitor much because they did not get funds to support activities and outcomes. The eastern team indicated they had inadequate understanding of how to monitor the outcomes, while the western team did not give any report. Much happens as societies transform, even if the project is not influencing these changes. It would have been useful to develop ways of capturing and documenting such changes because some of them may be related to the projects' vision and goal. The project teams developed review reports that were shared during the 2013 review workshop and the choice of format and content varied.

The facilitator recommends a light way of capturing developments using a template that the teams have been asked to share to indicate progress achieved by the end of the project. The sample template is provided in Appendix 3.

In general, there is a strong possibility that the instructions were not clear on how to use the template to analyse how Outcome Mapping was applied. What was required was how the teams understood and applied the concepts and any recommendations on how they can be better presented or taught in future programs. Most of what was reported was project progression rather than how the methodology worked to support the programs. As a result, teams reported the extent of achievement of the project goals (change in boundary partners) and some of the constraining factors (funding).

Recommendations

The facilitator recommends that the Safe Food, Fair Food project teams, and any other research groups intending to use Outcome Mapping, keep the following points in mind:

1. Embrace a participatory approach when developing all the Outcome Mapping steps.
2. Even if the vision is supposed to be broad, participatory processes help to contain its limits so that it defines the specific direction that the project contributes to.
3. When developing the sets of boundary partners to support, carry out a stakeholder analysis to identify the few that will be within the project's means to support transformation yet in whom such change has the greatest possibility of the vision being achieved.
4. When developing the outcome challenges and progress markers, identify the behavioural changes that would imply progression towards vision status. These changes should be observable effects in stakeholders and give a clear indication of the extent to which the desired change is being achieved.
5. Use a strategy matrix as a space to be creative and innovative in identifying support activities and outputs that are within the project's implementation means and capacity, including funding, mandate and creative adaptability.
6. Use an effective monitoring system that captures progress in outcomes and contributing factors (project-led, as well as external) for continuous learning on how to be most effective in progressing towards the vision.

Appendix 1: Outcome Mapping application follow up template

1. **Appreciation of Outcome Mapping concepts and suggestion on better use.** The International Institute of Rural Reconstruction supported your project in using Outcome Mapping for planning, monitoring and learning. This is a first follow-up and we are requesting your time to help us know your experience in the methodology and suggestions on how such an approach can be more effectively used. Kindly fill in the table below. Be brief and use bullet points to explain.

2.

| Outcome Mapping Steps | Was the concept understood and practical? | Challenges in applying the concept | Suggestion on better use of this concept |
|-----------------------|---|------------------------------------|--|
| Vision | | | |
| Mission | | | |
| Boundary partners | | | |
| Outcome challenges | | | |
| Progress markers | | | |
| Project strategies | | | |
| Monitoring journals | | | |

3. **Did you apply Outcome Mapping elsewhere apart from the Safe Food, Fair Food project? Please explain briefly.**

Appendix 2: Outcome Mapping application follow up templates filled by the project teams

| East Africa | West Africa | South Africa |
|---|---|--|
| Outcome Mapping Step/Concept: Vision | | |
| <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - No challenges. Actors attended meetings - Set two different types of standards for formal and informal - This required a lot of investments which the project did not have but hoped the partners would provide <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - None | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - Involvement of decision-maker <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - Engage with Regional Economic Organizations | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Clear; narrows down a broader overall project vision <p>Challenges:</p> <ul style="list-style-type: none"> - None <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - None |
| Outcome Mapping Step/Concept: Mission | | |
| <p>No information</p> | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - Involvement of decision-maker <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - Engage with ministry in charge of food and nutrition and health | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Clear <p>No other information</p> |
| Outcome Mapping Step/Concept: Boundary partners | | |
| <p>Concept understood and practical</p> <ul style="list-style-type: none"> - The partners were never informed of their classification. The concept of their role in the Outcome Mapping was easy and well understood <p>Challenges:</p> <ul style="list-style-type: none"> - No challenges were encountered in bringing the state actors and deans of schools and faculties together. - However, the EAC desk proved a big hurdle. | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - In Côte d'Ivoire, consumer associations are not strong and their influence is very limited. - More training at academic level and less training at institution level and ministries <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - Expand awareness at policy level and expand training module with summer school and at | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Clear <p>Challenges:</p> <ul style="list-style-type: none"> - Was far too optimistic in the number of boundary partners to work with <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - None |

| East Africa | West Africa | South Africa |
|--|---|---|
| <ul style="list-style-type: none"> - RUFORUM, NARS and IUCEA have not been approached yet - The project has not moved to the chain actors and therefore no challenges can be listed yet. <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - No change of the concept is needed but advice on how to develop realistic and achievable goals and expectations | <p>undergraduate level</p> | |
| Outcome Mapping Step/Concept: Outcome challenges | | |
| <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Well understood <p>Challenges:</p> <ul style="list-style-type: none"> - None <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - No need for change | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - Laws and policy - Habit and behaviour <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - Contribution to the National Food Safety agency | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - This is clear; issues still exist <p>Challenges:</p> <ul style="list-style-type: none"> - Project was not able to address them as there was no operational budget for southern Africa <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - None |
| Outcome Mapping Step/Concept: Progress markers | | |
| <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Well understood <p>Challenges:</p> <ul style="list-style-type: none"> - Majority of P1 achieved with most of the boundary partners. <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - Expectations on achievements too high. No need to change the concept. | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - Stakeholder involvement at policy level due to reduced funding is a long-term process <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - None | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - No report <p>Suggestion on better use of this concept</p> <ul style="list-style-type: none"> - No report |
| Outcome Mapping Step/Concept: Strategy matrix (map) | | |
| <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Not developed and therefore not used. Not well understood <p>Challenges:</p> <ul style="list-style-type: none"> - Need to work on these | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Yes <p>Challenges:</p> <ul style="list-style-type: none"> - Funds for training <p>Suggestion on better use of this concept</p> | <p>Concept understood and practical</p> <ul style="list-style-type: none"> - Didn't use these <p>Challenges:</p> <ul style="list-style-type: none"> - <p>Suggestion on better use of this concept</p> |

| East Africa | West Africa | South Africa |
|--|----------------------|--|
| Suggestion on better use of this concept - No evaluation; concepts not tried | - Nothing | - None |
| Outcome Mapping Step/Concept: Monitoring journals | | |
| Concept understood and practical - Not developed and therefore not used. Not well understood Challenges: - Need to work on these Suggestion on better use of this concept - No evaluation; concepts not tried | No information given | Concept understood and practical - Didn't use these Suggestion on better use of this concept - With the imGoats project we used meetings with the project team. This worked better than having field staff completing monitoring journals. Together we know more than the individual. Field staff were not competent in completing forms. |

Appendix 3: Sample journal for reporting progress

1. Partner development/transformation – achievements

Refer to the Outcome Mapping framework that was developed to support your project and report on behavioural changes observed in your boundary partners⁷ and especially the outcome challenges and progress markers. Report also on related behavioural changes among other actors or stakeholders. Use the table below:

| | Outcome(s) you have contributed to, achieved or observed <i>Please share any combination of positive, negative, expected and unexpected</i> | Indicator/evidence: qualitative and/or quantitative <i>(only if possible)</i> |
|--------------------------------------|---|--|
| Boundary partners | | |
| | | |
| Other stakeholders and actors | | |
| | | |

2. Activities (strategies) undertaken (so far) to support changes in your boundary partners. You may list generally and/or state those you have used with particular partners

| Type of strategy (activities/outputs) | Brief description | List what you have done, if anything |
|--|---|---|
| Cause | <i>What have you done compel 'immediate' transformation in the partner?</i> | |
| Persuade | <i>What have you done to enhance awareness and build interest and capacity for transformation by the partner?</i> | |
| Support | <i>What have you put in place to support, guide, mentor and sustain the transformation?</i> | |

3. Describe other factors external to the project (for example, other initiatives, community initiatives or government policies) that have contributed to the behavioural changes reported in B 1.

| |
|--|
| |
|--|

4. Refer to the original program vision and
- Report on the extent to which you feel the project vision was achieved and/or gaps unmet.
 - Report on the way forward based on behavioural changes observed and supporting factors (project strategies and external factors).

| |
|----|
| a. |
| b. |

⁷ Outcomes at individual level are changes in knowledge, attitudes, skills, practices. At group, organizational, institute, or national level, they include changes in cultures, policies, laws and regulations.