

DATA ANALYSIS REPORT OF THE «OUTCOME MAPPING» APPROACH

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June 2020

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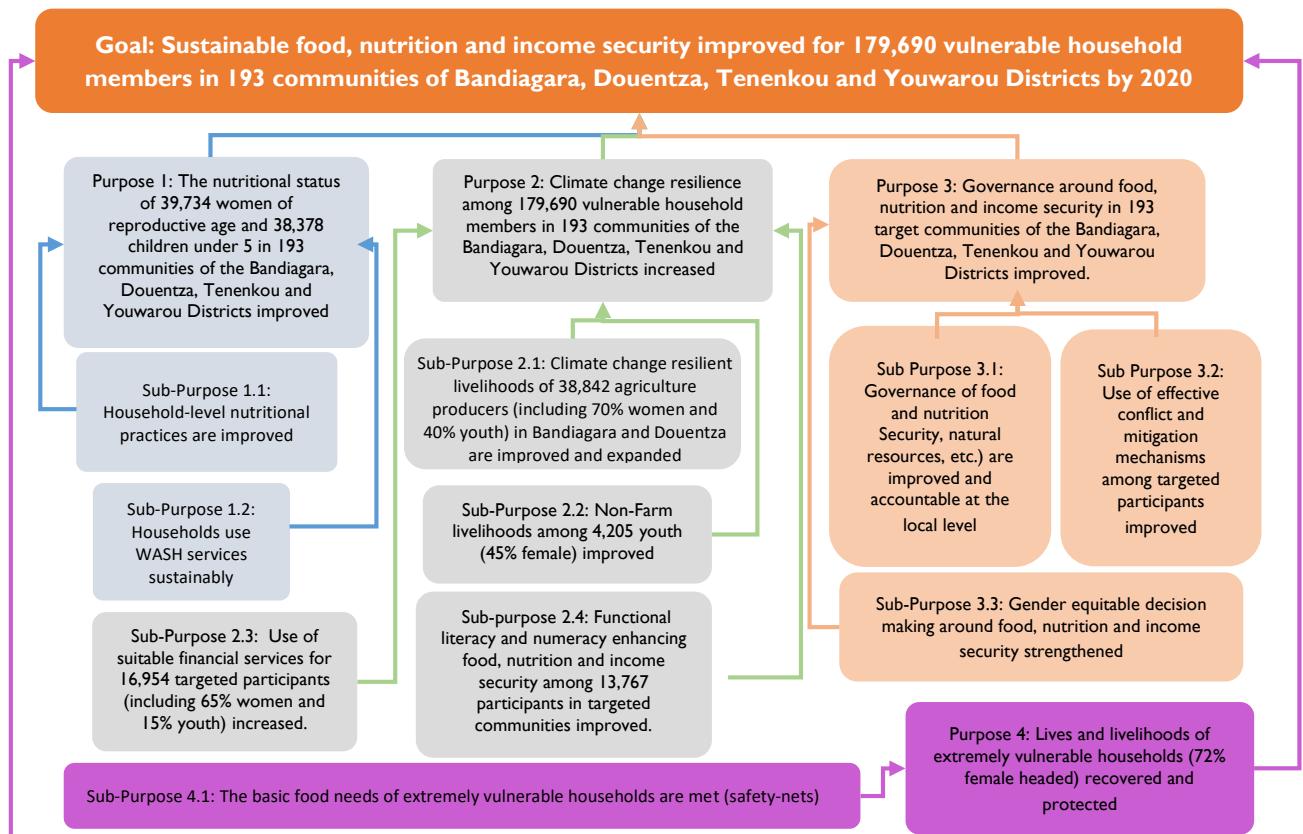
I. Program Context

The USAID-funded Harande program aims to sustainably improve the food, nutrition and income security of 179,690 vulnerable household members by 2020 in 193 communities of Youwarou, Tenenkou, Bandiagara and Douentza districts in the Mopti region. This area is located in the center of Mali and suffers from frequent drought and current conflict and political instability. The program is a Development Food Assistance Program (DFAP) and is implemented by a consortium of international NGOs, composed of CARE International (lead), Save the Children International (SCI), Helen Keller International (HKI) and two national NGOs, namely: YAGTU and Sahel Eco.

The program is structured around four key objectives, or components, which are:

- Objective 1: Improve the nutritional status of women of reproductive age (WRA) and children under 5 in the communities of Bandiagara, Douentza, Tenenkou and Youwarou;
- Objective 2: Increase climate change resilience among vulnerable household members in the communities of Bandiagara, Douentza, Tenenkou and Youwarou;
- Objective 3: Improve governance around food, nutrition and income security in target communities of Bandiagara, Douentza, Tenenkou and Youwarou Districts;
- Objective 4: Protect and recover the lives and livelihoods of extremely vulnerable households exposed to the risk of disasters and other natural disasters.

These components are integrated into a framework summarized in the theory of change below.



Starting from July 2019, the program set in motion a qualitative and participative approach known as « Outcome Mapping » through its M&E Team (Harande MEAL Team). This approach was favored because it allows adequate monitoring and also helps to assess the level of expected changes.

Upon completion of the implementation approach – which lasted for about 9 months – the Harande MEAL Team prepared this report based on information collected from community actors and beneficiaries of the program.

II. Objective

The objective of the outcome mapping approach is to monitor and analyze, in a participatory manner, the changes induced by the Harande program at the community level.

III. Methodology

The methodological approach of this study revolved around a participatory process. The first step was to work with each of the component manager of the HARANDE program in order to tailor the outcome mapping approach to the program's reality.

This work consisted of identifying the community actors, or « Boundary Partners » with whom the Harande program works with directly, in order to induce any change. Desired changes (incidence) were then defined, and a series of progress markers were established to measure each outcome. Once this first step was validated, the monitoring tools were developed.

The following outcomes have been defined, as well as the progress markers used to measure these outcomes. Note that for each outcome, the following three levels of analysis have been taken into account to reflect the depth of the expected changes: Analysis Level 1: « We expect to see... »; Analysis Level 2: « We like to see... »; Analysis Level 3 « Ideally, we love to see... ». Fifteen progress markers have been defined for the outcome and were distributed across the three levels of analysis. Progress markers, as well as levels of analysis, reflect the gradual and incremental movement towards the ultimate desired change. The outcomes have been defined as follows:

Table 1: Synoptic View of Outcomes and Progress Markers Defined to Measure Them

Outcomes	<i>The program expects lead Mothers to provide outreach and home visits to households to support the use of knowledge on essential best practices in nutrition and hygiene for pregnant and lactating women, , and adolescent girls.</i>	<i>The program expects producers participating in Farmers' Field and Business Schools (FFBS) to adopt and replicate improved agricultural technologies and practices in communities for a widespread increase in production yields and part of which can be market oriented.</i>	<i>The program expects Community Development Committee (CDC) members to coordinate and implement initiatives, and monitor commitments made for community development.</i>
We Expect to see...	<i>Lead Mothers understand and master the Care group strategy</i>	<i>Producers participating in FFBS accept the program's intervention strategy (FFBS approach)</i>	<i>CDC members accept the intervention strategy of the program (CDC Approach)</i>
	<i>Lead Mothers are committed to sharing knowledge with the neighborhood women that are assigned to them</i>	<i>Producers participating in FFBS participate in training and meetings organized by the program</i>	<i>CDC members participate in training sessions and meetings organized by the program</i>

	Lead Mothers regularly attend Care group meetings and monitor and report on the migration of neighborhood women from one specific Care group to another	Producers participating in FFBS accept monitoring and evaluation visits to their FFBS plots	CDC members are literate and know how to count
	Lead Mothers organize the screening and referral of acute malnutrition	Producers participating in FFBS benefit from data monitoring, collection and feedback support	CDC members benefit from support for monitoring and capitalizing on development actions
We Like to see...	Lead Mothers understand the Essential Nutrition Actions (ENA) and Essential Hygiene Actions (EHA) integrated package of interventions and the 1,000 days approach	Producers participating in FFBS draw up a work plan (weekly, monthly, quarterly or annual)	CDC members draw up a development action plan (semi-annual or annual)
	Lead Mothers know the neighborhood women who have chosen them, and continue to support them	Producers participating in FFBS identify replication plots, as well as members of their community with whom replication will take place	CDC members hold regular internal meetings on the implementation of their work plan (monthly, quarterly or annual)
	Lead Mothers organize home visits and support women in adopting good nutrition and WASH practices	Producers participating in FFBS hold regular meetings in and outside of the plots with members of their group and other members of the community to share agricultural techniques	CDC members hold regular external meetings with communities, elected officials, and village authorities, to share development actions undertaken and define new priorities
	Lead Mothers administer the planned neighborhood women's outreach themes	Producers participating in FFBS replicate the agricultural techniques learned as well as the other themes of the project (Gender, Nutrition, WASH, Marketing, etc.)	CDC members regularly report community concerns in terms of program needs and support
	Lead Mothers follow up regularly and closely with the neighborhood women for whom they are responsible	Producers participating in FFBS design and implement a business plan around the marketing of agricultural products	CDC members forge links with other development stakeholders in their communities
	Lead Mothers identify and report competent neighborhood women to promoters who can act as new Lead Mothers, when needed	Producers participating in FFBS fill in the technical monitoring documents relating to the monitoring of the plots to allow an analysis of costs and yields	CDC members fill in the monitoring documents relating to development actions
	Lead Mothers take ownership of the themes and act as role models to foster behavior change in nutrition	Producers participating in FFBS question the program on the level of commitments made	CDC members challenge the program on the level of achievement of actions and prioritization of actions
	Lead Mothers provide support to Care groups	Producers participating in FFBS agree to make these products market available to their FFBS group for group sales	CDC members inform communities, elected officials and authorities on the level of achievement of actions defined in the development plan
	Lead Mothers adopt and maintain good nutrition and WASH practices in their households	Producers participating in FFBS make informed decisions based on the results of the analysis of production costs and searches for outlets for agricultural products	CDC members integrate and align the program approach with the interventions of other partners at the level of their respective communities
	Lead Mothers adopt best practices and recommend them to other women	Producers participating in FFBS set up the communal coalition of FFBS committees	CDC members set up the coalition of community development committees at the commune level

Ideally, We Would Like...	Lead Mothers are mobilized in the continuity of Care group activities and continue to produce enriched flour, perform culinary demonstrations of nutritional recipes in the Care groups, and ensure replication in households (even after the end of the project)	Producers participating in FFBS are agents of change in the agricultural field for the program and all the partners at the community level	CDC members are working to establish a coalition of community development committees at the regional level	<i>to challenge the communal authorities</i>
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The second step was to orient the community mobilization agents (CMAs) on the approach and tools developed.

The implementation of the « Outcome Mapping » was carried out in the four (4) intervention areas of the program, namely Bandiagara, Douentza, Tenenkou and Youwarou. The data collection system was put in place in July 2019. The data was collected from the Care groups on a monthly basis for the CDCs and the Care groups, and bi-weekly for the FFBS.

The main difficulties encountered in this outcome mapping process include:

- The field staff found some difficulties applying the approach, however, the orientation sessions held by the MEAL staff helped improve their understanding.
- The data collection period corresponding with the end of the month (AMC reporting time) prevents regular collection and the sharing of data at the defined frequency.
- The risks associated with the spread of COVID-19 have caused an interruption in the field activities. This resulted in a reduction in the number of observations expected, especially for the second quarter of 2020. The data was not sufficient and could not be analyzed for this quarter. This would have provided analysis over a 12-month observation period.

IV. Results

4.1. Nutrition and WASH Outcome Analysis:

Outcome: «The program expects Lead Mothers to provide outreach and home visits to households, to support the use of knowledge on essential best practices in nutrition and hygiene for pregnant and lactating women, and adolescent girls. »

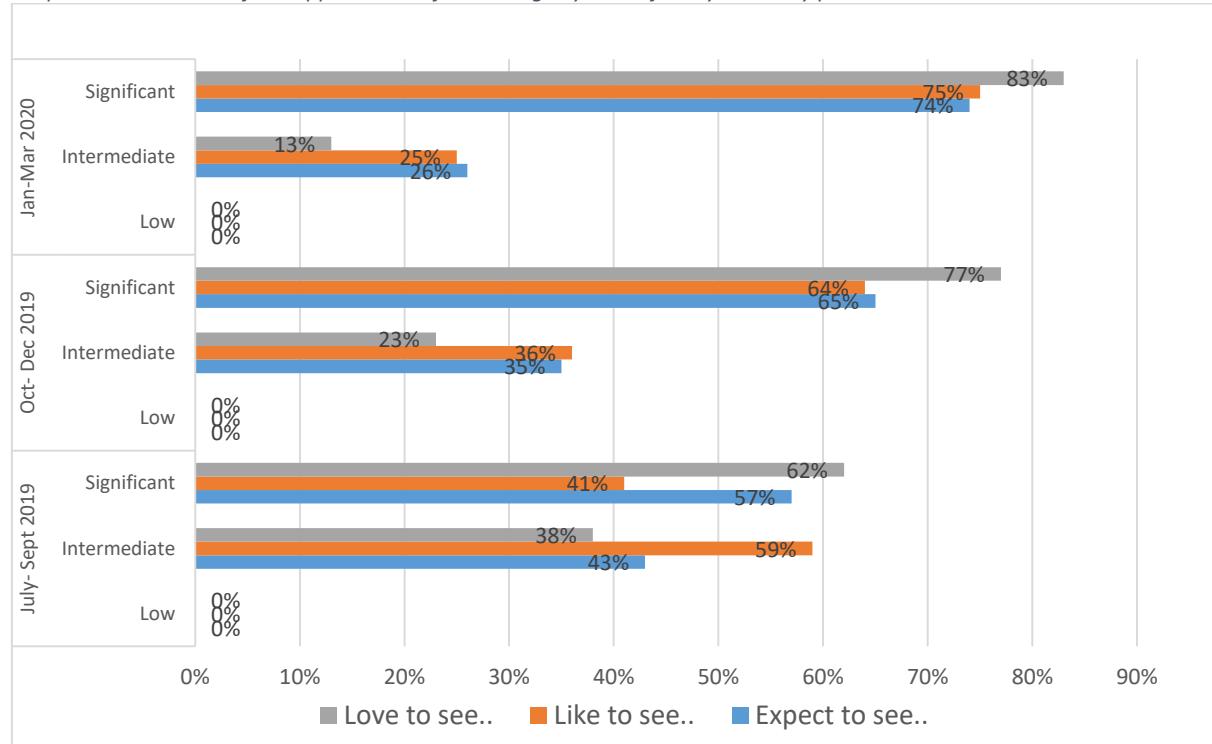
This outcome informs the program about the level of appropriation and dissemination of knowledge on essential nutrition and hygiene practices by Lead-mothers at the level of the Care groups set up by the program.

4.1.1. Analysis of the outcome by level of change

Since the extension strategy is based on lead mothers, the measurement of induced changes has been developed to identify the evolutions and the extent of change through the three levels of measurements of change: Analysis Level 1: «We expect to see... »; Analysis Level 2: « We like to see... »; Analysis Level 3 « Ideally, we love to see... ». For each level of analysis, the change trends reflected in the progress markers were analyzed, and the mode was retained as the assessment statistic of the level achieved.

The data analysis was carried out over the three calendar quarters which marked the data collection (Quarter 1: July- September 2019, Quarter 2: October – December 2019, and Quarter 3: January – March 2020). The data collection could not go beyond these periods, given the restrictive measures imposed by COVID-19 at the start of 2020. The following graph presents an overview of the progress made toward the intended outcomes:

Graph N° 1 : Evolution of the appreciation of the change by level of analysis and by period



Analysis Level 1, «We expect to see... »: The results illustrated by Graph 1 above, show increasing trends in the significant changes observed. The performance rate went from 57% during the first quarter (July to September 2019), to 65% during the second quarter (October to December 2019), and 74% during the third quarter (January to March 2020).

The following table illustrates the four progress markers used to measure Analysis Level 1 during the analysis of the mode of distribution:

Progress Marker		Attributed Score (Mode of Distribution)
The Lead Mothers	<i>Understand and master the Care group strategy</i>	High
	<i>Are committed to sharing knowledge with these neighborhood women that are assigned to them</i>	High
	<i>Regularly attend Care group meetings, monitor and report on the migration of neighborhood women from one specific Care group to another</i>	Intermediate
	<i>Organize the screening and referral of acute malnutrition</i>	Intermediate
Average total score obtained		11 out of 17 points (65%)

From the analysis of the progress markers at this first level, it was found that:

- The lead mothers took ownership of the strategy and showed their commitment to all of the Care groups that participated.
- The lead mothers carried out all activities in the majority of the Care groups and even played a large role in organizing a screening for malnutrition. This is emphasized by the average score earned for Level 1, which is 11 points out of 17, and represents an average completion (or success) rate of 65%.

Analysis Level 2: « We like to see... »: The results illustrated by Graph 1 above, show trends of progression over the duration of the data collection for Analysis Level 2. The observations mentioning a prevalence of changes with an « intermediate level » score totaled 59% during the first quarter (July to September 2019) of the follow-up, followed by 64% recorded with a « high level » score during the second quarter (October to December 2019), and 75% with a « high level » score during the third quarter (January to March 2020).

The analysis of the distribution mode of the eight (08) progress markers measuring Analysis Level 2 is presented in the following table:

Progress Marker	Attributed score (Mode of Distribution)
The Lead Mothers	<i>Understand the Essential Nutrition Actions (ENA) and Essential Hygiene Actions (EHA) integrated package of interventions and the 1,000 days approach</i>
	<i>Know the neighborhood women who have chosen them, and continue to support them</i>
	<i>Organize home visits and support women in adopting good nutrition and WASH practices</i>
	<i>Administer the planned neighborhood women's outreach themes</i>
	<i>Follow up regularly and closely with the neighborhood women for whom they are responsible</i>
	<i>Identify and report competent neighborhood women to promoters who can act as new Lead Mothers, when needed</i>
	<i>Take ownership of the themes and act as role models to foster behavior change in nutrition</i>
	<i>Provide support to Care groups</i>
Average Total Score Obtained	39 points out of 56 (70%)

The analysis of the progress markers at the second level shows an average completion rate of 70%:

- The lead mothers acquired a relevant level of knowledge and effectively contributed to the promotion of ENA/ WASH practices and the 1,000-days strategy.
- The lead mothers were accepted as role models and have provided outreach support and counseling to neighborhood women.
- The lead mothers have taken ownership of the Care group materials and participated in reporting to the promoter.
- Overall, the Lead Mothers strategy has worked at the Care group level, however, there are gaps to improve on knowledge, home visits, and regular monitoring of adoption.

Analysis Level 3 « Ideally, we love to see... »: The results illustrated in Graph 1 above, show trends of progression over the duration of the collection.

Progress Marker	Attributed Score (Mode of Distribution)
The Lead Mothers	<i>Adopt and maintain good nutrition and WASH practices in their households</i>
	<i>Adopt best practices and recommend them to other women</i>
	<i>Are mobilized in the continuity of Care group activities and continue to produce enriched flour, make culinary demonstrations of nutritional recipes in the Care groups, and ensure replication in households (even after the end of the project)</i>
Average Total Score Obtained	22 points out of 27 (81%)

Through an analysis of the progress markers from the third level, it was found that lead mothers maintained their status as role models, promoted change and contributed to the sustainability of the strategy.

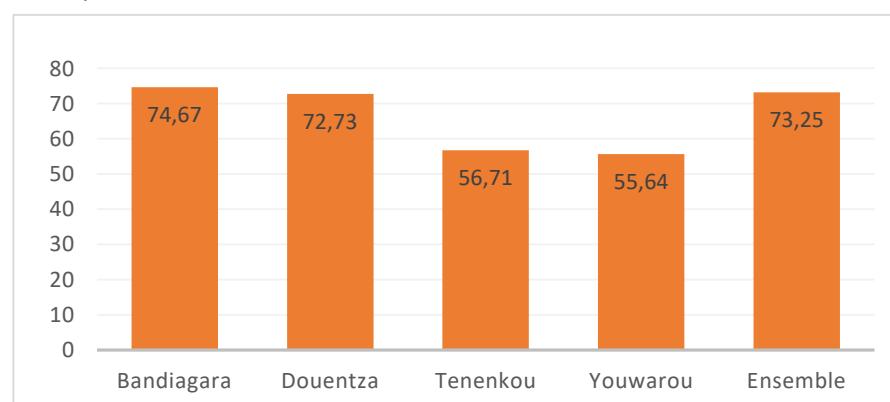
Through an analysis of the third level progress markers, it was found that:

- The Lead Mothers strategy is sustainable and can help promote women's knowledge of nutrition and hygiene practices. As illustrated by the achieved completion rate of around 81% and a « high level » achieved on all markers, this strategy remains relevant for the sustainability of Care groups and has clearly reflected the effectiveness of lead mothers as models for change.

4.1.2. Analysis of the outcome of achievement level

This analysis allowed the data to be disaggregated, and generated a total score that represents the overall level of completion of changes expected through lead mothers. Graph 2 below represents the incidence scores obtained for all groups of respondents, disaggregated by circles.

We note that the scores obtained in the circles of Bandiagara and Douentza (exposed areas) are much higher than those obtained in the circles of Tenenkou and Youwarou (wetland areas).

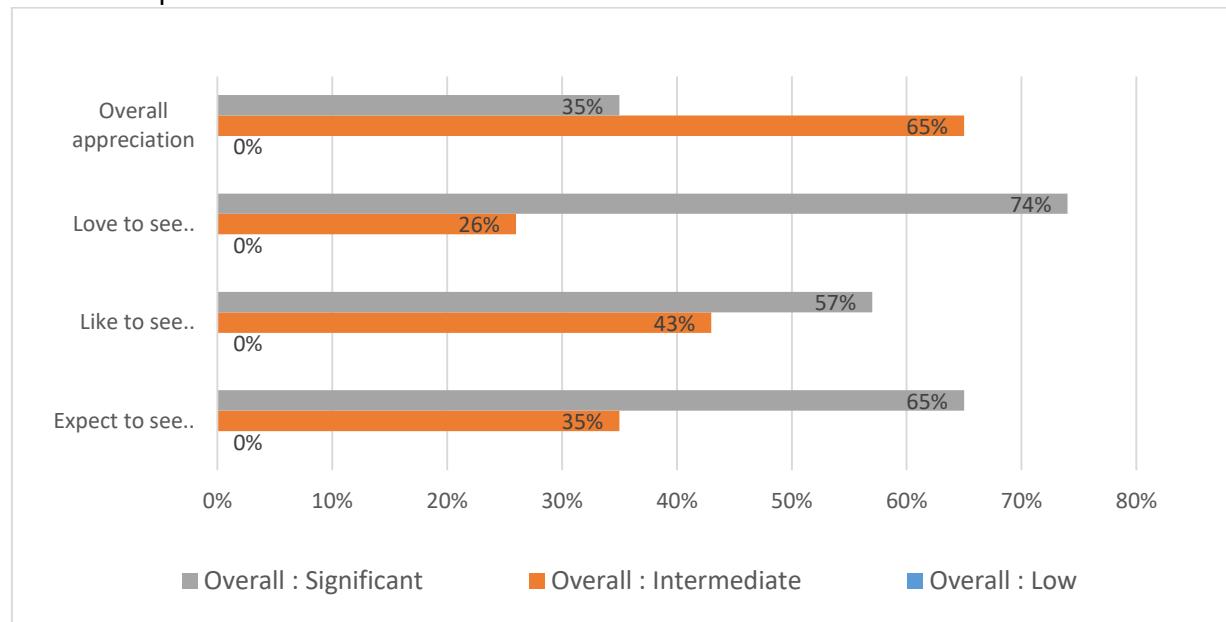


Graph N° 2: Average total score for all and per cercle

This disproportion of scores between the two zones (wetland and dryland) is due to the difference in the implementation strategies adopted. In the exposed zone (Bandiagara and Douentza), the program carried out

the “normal” package of development interventions, in contrast to the wetland zone (Tenenkou and Youwarou) where the program substituted risk and disaster management activities for certain development interventions, such as early recovery and food assistance for displaced people.

The scores obtained through each level’s analysis were then used as the basis for the assessment of the average overall level of outcome completion. The following graph depicts the overall performance assessment for the outcomes.



Graph N° 3: Overall assessment of the level of change achieved for the outcome

Through a cross-analysis of Graphs 2 and 3, it was found that the scores obtained in the dryland area warranted a « high level » of completion, while in the wetland area, the average level of completion achieved an « intermediate level » of change. As a result, the overall assessment was drawn down to an « intermediate level » of change as it earned a score of 65% by the groups of respondents. However, it should be noted that 35% of the groups believe that they have recorded a « high level » of change. Results from the assessment include:

- No « low level » of completion has been recorded, indicating that the program has indeed made progress in producing the « intermediate level » of changes that contribute to the achievement of the outcomes.
- The strategies adopted in the different agro-ecological zones strongly influenced the levels of completion of the Outcomes. In the wetland area, where the « normal » development package could not be implemented, the level of completion achieved is overwhelmingly intermediate.
- The program effectively recorded an « intermediate level » of change appreciated by the majority of Care groups on the effectiveness and operability of the « Lead Mother » strategy for knowledge sharing and promotion of the 1,000-days strategy.

4.2. Analysis of the outcome on livelihoods and climate change

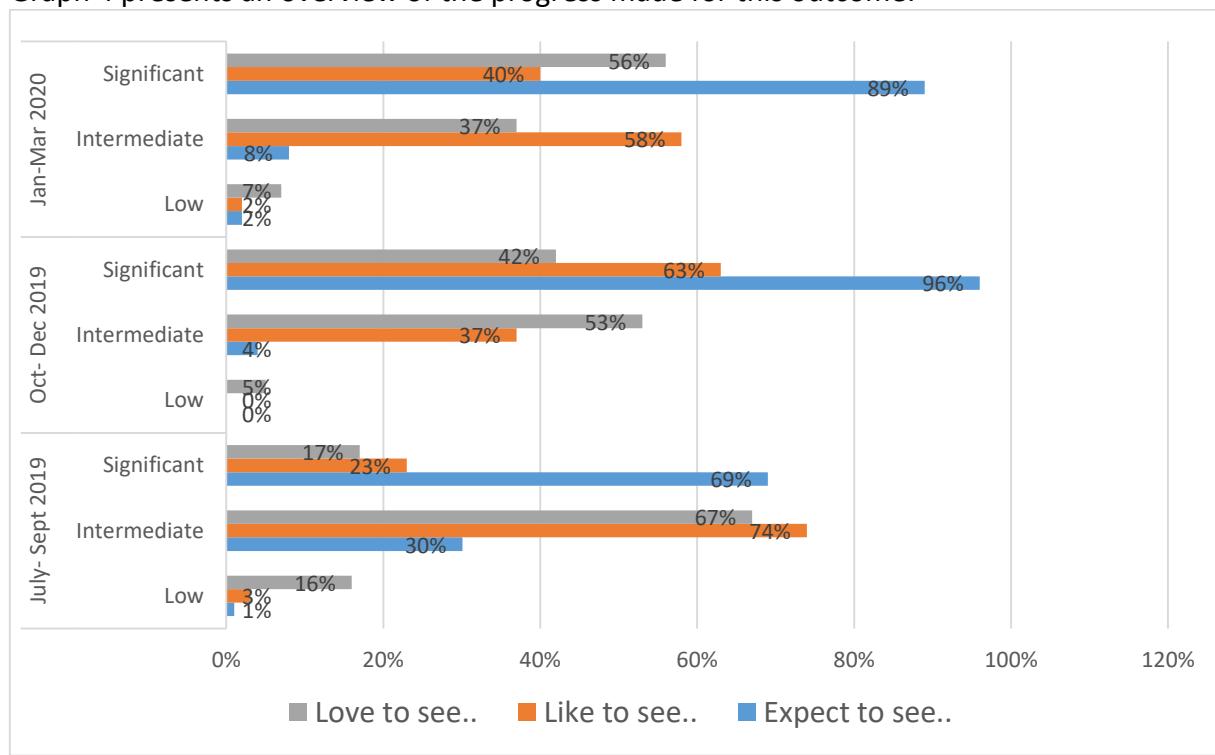
Outcome: « The program expects producers participating in FFBS to adopt and replicate improved agricultural technologies in communities for a widespread increase in yields and production, part of which can be market-oriented. »

This outcome informs the program about the effectiveness of the FFBS strategy and the main changes brought about by this approach in terms of uptake or usefulness to participants.

4.2.1. Analysis of the outcome by level of change

The FFBS approach aims to provide a space for training and peer-to-peer learning for participants. The strategy is to initially train a core group of producers on the techniques and best practices promoted by the program. To produce a cascading effect, each producer of the initial group in turn is responsible for disseminating the information learned to at least five other producers in their entourage, and so on. The extension strategy relies mainly on the initial core producers who are supposed to acquire the knowledge about these techniques, apply them on their farms to serve as models, adopt them in light of the successes they bring, and disseminate them with peers in their close neighborhood. In accordance with the analysis of the previous outcome, the measurement of induced changes has also been developed here to identify evolutions and trends through the three levels of measurements of change: Analysis Level 1: « We expect to see... »; Analysis Level 2: « We like to see... »; Analysis Level 3 « Ideally, we love to see... ».

Data analysis was also carried out for the three calendar quarters that marked the data collection period (July-September 2019, October-December 2019 and January-March 2020). Graph 4 presents an overview of the progress made for this outcome:



Graph N° 4: Evolution of the appreciation of the change by level of analysis and by period

Analysis Level 1: « We expect to see... »: The results illustrated by Graph 4 above, clearly show increasing trends of « high level » changes observed for Level 1 as numbers increase from 69% from the first quarter (July to September 2019), to 96% in the second quarter (October-December 2019), and finally to 89% for the third quarter (January to March 2020). There was a significant level of change within the second quarter (October-December 2019)

with 96% change at the « intermediate level », and then a regression in numbers during the other quarters.

The analysis of the mode of distribution of the four (04) progress markers measuring Analysis Level 1 is presented in the following table:

Progress Marker	Attributed Score (Mode of Distribution)
The Producers Participating in FFBS	<i>Accept the program's intervention strategy (FFBS approach)</i> High
	<i>Participate in training and meetings organized by the program</i> High
	<i>Accept monitoring and evaluation visits to their FFBS plots</i> High
	<i>Benefit from data monitoring, collection, and feedback support</i> High
Average Total Score Obtained	13 points out of 17 (76%)

The analysis of the progress markers shows a completion rate of 76% for the first level, which shows that the strategy took well from the start of the process. Specifically, we note the following evidence:

- The producers have effectively adhered to the FFBS approach and have benefited from the strengthening of knowledge on improved techniques/practices through training sessions or meetings facilitated by Harande.
- Producers participating in FFBS took ownership of the strategy and accepted that their farms serve as demonstration, extension and learning plots.

Analysis Level 2: « We like to see... »: The results illustrated by Graph 4 above, also show trends of progression for Level 2 over the duration of the collection, with some fluctuations between the high and intermediate levels. Thus, the recorded data illustrates strong trends towards changes from the « intermediate level », with a total of 74% during the first quarter (July to September 2019), and 58% for the third quarter (January to March 2020).

Conversely, a « high level » of change was recorded during the third quarter (October to December 2019) at 63%.

The analysis of the distribution mode of the eight (08) progress markers measuring Analysis Level 2 is presented in the following table:

Progress Marker	Attributed Score (Mode of Distribution)
The Producers Participating in FFBS	<i>Draw up a work plan (weekly, monthly, quarterly or annual to be agreed)</i> Intermediate
	<i>Identify replication plots as well as members of their community with whom replication will take place</i> High
	<i>Hold regular meetings in and outside the plots with members of their group and other members of the community to share agricultural techniques</i> High
	<i>Replicate the agricultural techniques learned as well as the other themes of the project (Gender, Nutrition, WASH, Marketing, etc.)</i> High
	<i>Design and implement a business plan around the marketing of agricultural products</i> Intermediate
	<i>Fill in the technical monitoring documents relating to the monitoring of the plots to allow an analysis of costs and yields</i> Intermediate

	<i>Question the program on the level of commitments made</i>	High
	<i>Agree to make these products market available to their FFBS group for group sales</i>	Intermediate
Average Total Score Obtained	35 points out of 56 (62%)	

The analysis of the progress markers for the second level shows that the trends of intermediate change are particularly clear with the average completion rate observed at 62%. The following evidence also emerged from this analysis:

- Producers have planned the entire FFBS implementation process, identified local beneficiaries for the peer-to-peer cascading trainings, and challenged the program to respect the commitments made, such as the timely availability of seeds and respect for agricultural calendar campaign.
- The trained producers replicated the agricultural techniques and other themes taught in the FFBS and shared the knowledge received with their peers.
- The producers who are members of the FFBS made progress in terms of organization to understand the market and structure the marketing of agricultural products; however, the level of appreciation of this change indicates that much remains to be done in terms of completion.

Analysis Level 3 « Ideally, we love to see... »: The results illustrated by Graph 4 above, also show trends of progression for Level 3, over the duration of the collection.

Progress Marker	Attributed Score (Mode of Distribution)
The Producers Participating in FFBS	Make informed decisions based on the results of the analysis of production costs and searches for outlets for agricultural products
	Set up the communal coalition of FFBS committees
	Are agents of change in the agricultural field for the program and all the partners at the community level
Average Total Score Obtained	17 points out of 27 (63%)

The analysis of the progress markers at this level shows that the conditions were created and the producers participating in the FFBS are beginning to transform themselves into a model agent of change for their communities. The producers promoted change and helped popularize technologies and best practices. However, these acquired changes remain to be perfected and consolidated through the implementation of the FFBS sustainability strategy planned by Harande.

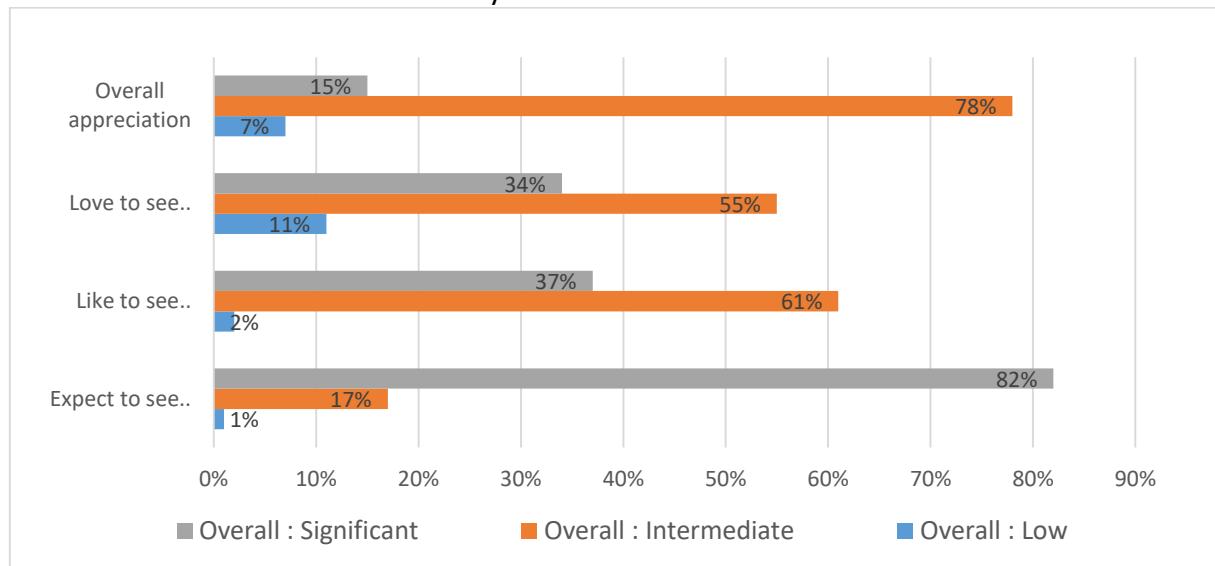
From the analysis of the progress markers of this third level, it was observed that:

- The FFBS approach is relevant, accepted by the communities, and can promote the popularization of technologies and practices improved by the cascade peer-to-peer training strategy. The 63% completion rate indicates an intermediate level of change and that improvements are being made. However, there is still a lot to consolidate so

that trained producers can become real models for agricultural extension and the FFBS model can be sustained.

4.2.2. Analysis of the level of achievement of the outcome

The analysis of the scores obtained was also used as a basis for the assessment of the average overall level of the achievement of outcomes, relative to the observed changes in FFBS participants. The following graph presents the performance assessment for the entire outcome and the three levels of analysis:



Graph N° 5: Overall assessment of the level of change achieved for the outcome

Cross-analysis of the graphs above shows that the level of outcome completion fluctuated greatly from level to level. At the first level of analysis, the trend can be described as a high level of change, while the two following levels, through which the evolution and the extent of the change is observed, the trends reflect an « intermediate level » of change. Due to the disbursement of trends, the average overall level of completion of the outcomes is categorized as an « intermediate level » of change because 78% of the scores obtained by groups of respondents are at this level.

This results in the following evidence:

- A few groups of respondents rated the level of completion as « low » on all three levels of analysis (« We expect to see... »: 1%; « We like to see... »: 2%; « Ideally, we would like... »: 11%, overall: 7%). This illustrates that although the program has indeed made progress in producing the intermediate changes that contribute to the achievement of the outcome, there are aspects to improve and consolidate in order to achieve the desired level of achievement.
- The program indeed records changes appreciated by the majority of FFBS of the « intermediate level » on the effectiveness and the operability of the strategy of popularization of the best agricultural techniques and practices. This illustrates the appropriateness of the approach to the context in general and the interest of the participants in acquiring appropriate knowledge would allow them to improve production, structuring for marketing and profitability in general.

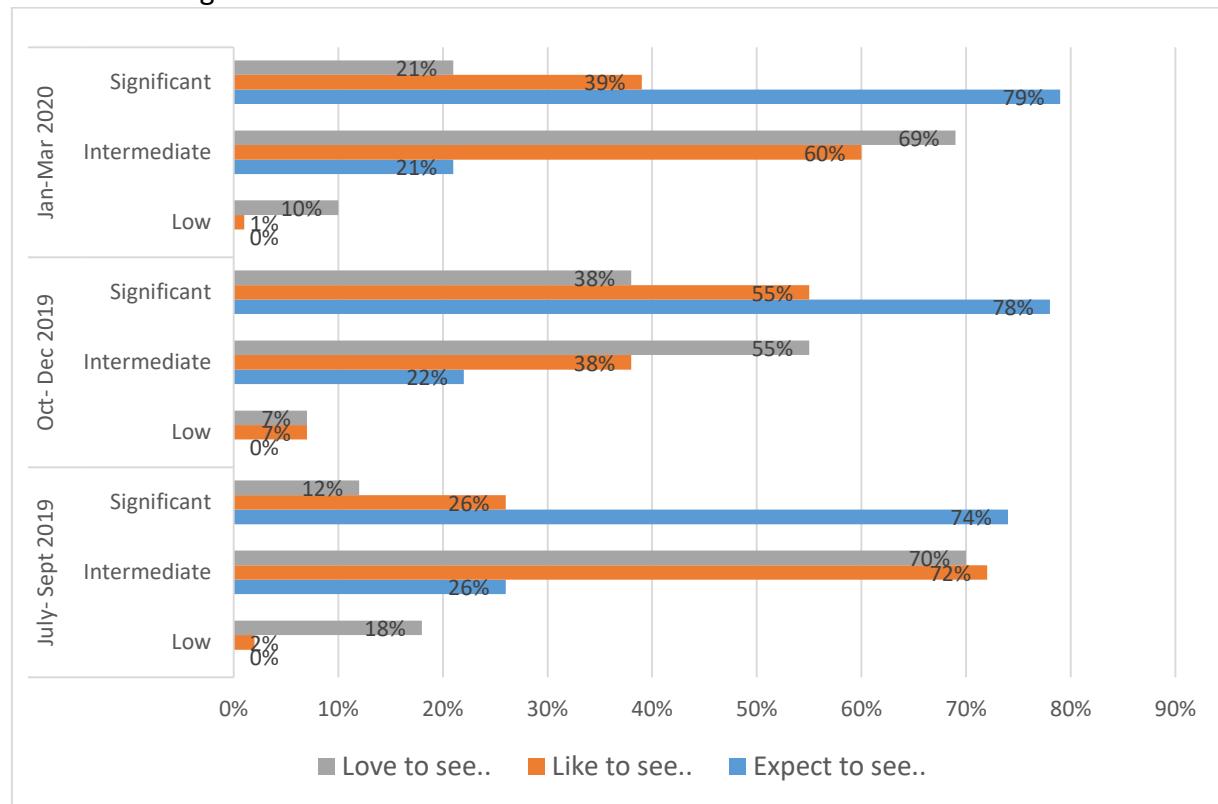
4.3. Analysis of the outcome on « Conflicts, Governance & Gender »

Outcome: «The program expects Community Development Committee (CDC) members to coordinate and implement initiatives, and monitor commitments made for community development. »

This outcome informs the program about the effectiveness and level of engagement of CDCs in the management of local initiatives developed with Harande. In the community framework, the CDCs constitute structures provided by the state and manage all the activities of community development locally.

4.3.1. Analysis of the outcome by level of change

For this Outcome as well, the measure of induced changes has been developed to identify the evolution and the extent change through the three levels of change measurements: Analysis Level 1: «We expect to see... »; Analysis Level 2: « We like to see... »; Analysis Level 3 « Ideally, we love to see... ». For each level of analysis, the trends of change reflected as markers of progress were analyzed and the mode was retained as the assessment statistic of the level achieved. It should also be noted that the data analysis was carried out over the three calendar quarters which marked the data collection (July- September 2019, October - December 2019, and January - March 2020). Graph 6 (below) presents a view of all the main trends of change achieved for this outcome:



Graph N° 6 : Evolution of the appreciation of the change by level of analysis and by period

Analysis Level 1: «We expect to see... »: The results illustrated in Graph 6 above, show increasing trends of "significant changes" observed. The observations mentioning significant changes increase from 74% in the first quarter, to 78% in the second quarter, and 79% in the third quarter.

The analysis of the mode of distribution of the four (04) progress markers measuring Analysis Level 1 is presented in the following table:

Progress Marker		Attributed Score (Mode of Distribution)
The CDC Members	<i>Accept the intervention strategy of the program (CDC Approach)</i>	High
	<i>Participate in training sessions and meetings organized by the program</i>	High
	<i>Are literate and know how to count</i>	Intermediate
	<i>Benefit from support for monitoring and capitalizing on development actions</i>	High
Average Total Score Obtained	11 points out of 17 (65%)	

It was found through the analysis of the progress markers of the first level, that the 65% completion rate indicates that even if the positive changes are observed, in approximately 2 out of 10 CDCs visited there are improvements to be made to reach the desired level of change. However, there is evidence to support that:

- CDC members took ownership of the intervention strategy and demonstrated their commitment by participating in the activities organized by Harande.
- CDC members benefited from the support and close monitoring of the program.

Analysis Level 2: « We like to see... »: The results illustrated by Graph 6 (above), also show trends of progression for Level 2 over the duration of the data collection. The data suggests trends that show an « intermediate level » of change at around 72% during the first quarter of the follow-up (July to September 2019), followed by a reversal of trends 55% recorded for quarter 2, followed by 60% in the third quarter.

The analysis of the distribution mode of the eight (08) progress markers measuring Analysis Level 2 is presented in the following table:

Progress Marker		Attributed Score (Mode of Distribution)
The CDC Members	<i>Draw up a development action plan (semi-annual or annual)</i>	Intermediate
	<i>Hold regular internal meetings on the implementation of their work plan (monthly, quarterly or annual)</i>	Intermediate
	<i>Hold regular external meetings with communities, elected officials and village authorities to share development actions undertaken and define new priorities</i>	Intermediate
	<i>Regularly report community concerns in terms of program needs and support</i>	High
	<i>Forge links with other development stakeholders in their communities</i>	Intermediate
	<i>Fill-in the monitoring documents relating to development actions</i>	Intermediate
	<i>Challenge the program on the level of achievement of actions and prioritization of actions</i>	Intermediate
	<i>Inform communities, elected officials and authorities on the level of achievement of actions defined in the development plan</i>	Intermediate
	Average Total Score Obtained	35 points out of 56 (62%)

From the analysis of the progress markers of the second level, the following evidence emerged:

- The completion rate totaling 62% shows that progress has been made, but much remains to be done to achieve the expected level of change.
- CDC members created their annual plans and effectively initiated meetings relating to the implementation of the plan.
- CDC members were participatory because they conducted the necessary interactions with the main actors (communities, elected officials, authorities, program) to report on achievements and define new priorities.
- The CDCs opened to form a partnership with Harande and other stakeholders. They actively participated in the feedback mechanisms defined by Harande.

Analysis Level 3 « Ideally, we love to see... »: The results illustrated by Graph 6, also show trends of progression for Level 3 over the duration of the data collection.

Progress Marker	Attributed Score (Mode of Distribution)
CDC Members	<i>Integrate and align the program approach with the interventions of other partners at the level of their respective communities</i>
	<i>Set up the coalition of community development committees at the commune level to challenge the communal authorities</i>
	<i>Work to establish a coalition of community development committees at the regional level</i>
Average Total Score Obtained	15 points out of 27 (56%)

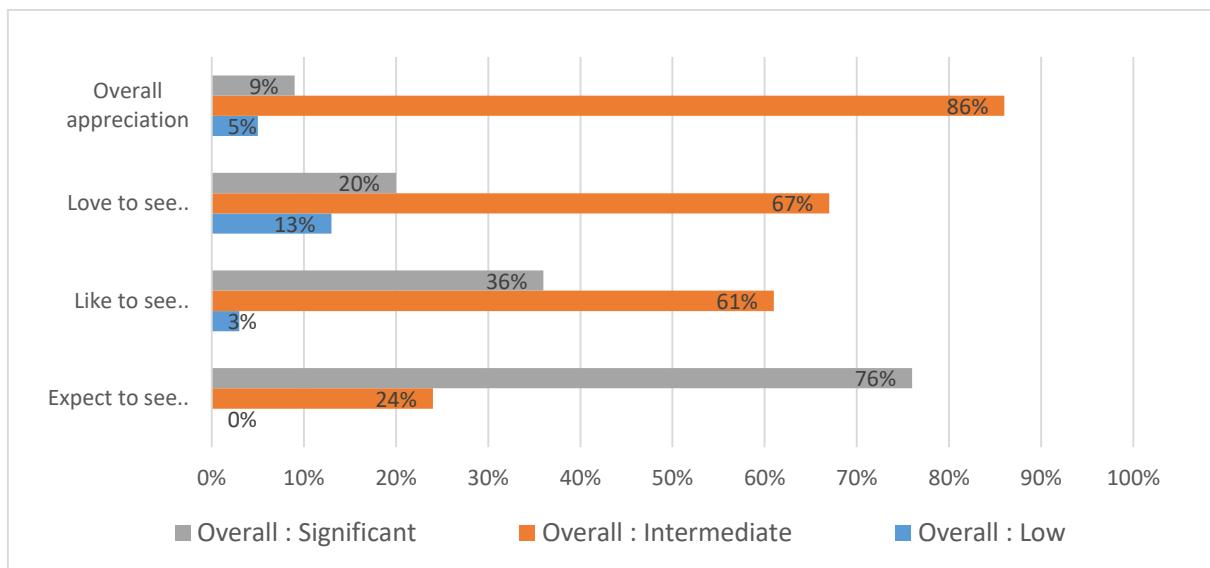
Through the analysis it was found that the progress markers of the third level indicate that there was an « intermediate level » of change observed in the ownership of the planning process and the efforts to integrate stakeholders at the local level. As for the prospects for the development of inter-community initiatives, much remains to be done.

From the analysis of the progress markers at this first level, the following was observed:

- CDCs present themselves as relevant mechanisms for integrating interventions at the local level and can serve as spaces of accountability to challenge local governments.
- The 56% completion rate remains relatively average, if not low, and illustrates that significant improvements should be made by the program to achieve the desired level of change.

4.3.2. Analysis of the level of achievement of the outcome

The analysis of the scores obtained was used as a basis for the assessment of the average overall level of completion of the outcome. Graph 7 (below) presents the performance assessment for the whole outcome and the three levels of analysis presented above.



Graph N° 7 : Overall assessment of the level of change achieved for the outcome

Analysis of the information in Graph 7 above shows that overall, there were strong tendencies towards an « intermediate level » of change, as 86% of the scores obtained by groups of respondents were at this level. It was found that:

- Only a 5% level of completion earning a « low level » score was recorded, indicating that the program has indeed made progress in producing the intermediate changes that contribute to the achievement of the outcome.
- The program has recorded changes appreciated by the majority of CDC members at the « intermediate level » through their ability to coordinate and implement initiatives and follow up on commitments made for community development. Based on the recorded observations, it appears that the CDC members functioned but remained focused on implementing practical needs. Very few actions of strategic importance, such as, advocacy, accountability, and inter-community networking, have been addressed. This leads to a need for the strengthening of acquired knowledge to ensure that the maximum skills and knowledge can be created at the level of the CDCs to reach the desired level for this outcome.

4.4. Major findings and lessons learned

There were many lessons that emerged from the implementation of this « Outcome Mapping » approach, as it was a first-time experience for the staff. The lessons are as follows:

- Define a limited number of progress markers and add comments to better explain the assessments made;
- To ensure better monitoring of the evolution of the progress markers and a thorough analysis of the observed change, it is wise to undertake data collection from the same respondents over the duration of the collection. This will make it possible to have a temporal series and to be able to carry out case studies on the most striking situations that are observed;
- Involvement of the different actors (AMC, coordinators, assistants, specialists and MEAL) throughout the process allows for regular monitoring of the various progress

markers, and enables actors to adjust strategies as needed to achieve the objectives of the program;

- It is important to organize several orientation sessions on each of the targeted outcomes with the boundary partners before implementation;
- Given that the « Outcome Mapping » approach is part of the learning framework, it may be interesting to combine the approach with that of the « most significant change » which highlights the testimonies of volunteers, or the After-Action Review (AAR);
- Beyond just field agents collecting and reporting data, it is important for a team made up of MEAL staff, coordinators, and AMC to carry out an evaluation mission in the field;
- Feedback of the results to the program staff improves the team's understanding of where efforts are still needed so that they can account for them when giving future support.