



Executive Summary

Harande's Outcome Mapping Approach

Study Overview

The objective of this outcome mapping study was to monitor and analyze the different, community-level changes to which the Harande program contributed during the past five years. The study was based upon a rigorous, participatory evaluation approach, which allowed the program's monitoring and evaluation (M&E) unit to objectively analyze the effectiveness of program interventions in achieving desired project outcomes. Uniquely, we embedded outcome mapping in the M&E system and learning framework of the program, as a means of deepening or enriching our understanding of whether and how change was happening in program communities. In particular, the process of outcome mapping facilitates a thorough review and reflection of the levels of impact of the program – considering the volatile context within which HARANDE is operating.

Methodology

The [outcome mapping approach](#) is a participatory evaluation method – involving community actors, direct beneficiaries and other stakeholders – to understand and explore whether and how a program is able to achieve change. At the start of the study and in collaboration with Harande's boundary partners¹ outcomes were defined and 15 progress markers created to evaluate change over time and at three levels of change: 1) what we **expect to see**, 2) what we **would like to see**, and 3) what we **would love to see**. Over a period of 12 months (June 2019–June 2020), progress towards these outcomes was assessed in four communities in Mali, where the Harande program is implemented: Bandiagara, Douentza, Tenenkou, and Youwarou. The study involved monthly visits to communities and discussions with boundary partners. However, as a result of the COVID-19 pandemic data collection in the last months of the study (April-June 2020) was limited. The mobility restrictions imposed by the GOM as part of the measures to limit the spread of the virus has negatively impacted the number of expected key informant interviews.

¹ Boundary partners are those individuals, groups, or organizations with whom a program interacts directly and with whom it anticipates opportunities for influence. For Harande, boundary partners included: lead mothers in communities, agricultural producers participating in the Farmer's Field and Business Schools, and the Community Development Committees.

Key Findings

As per the level of analysis, the study came across the following key findings:

- **Lead mothers** possess the required technical capacities to effectively carry out all activities at the care-group level. They took **ownership** of the strategy and showed their **commitment** to their neighbor women.
- **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” strategy appears to be sustainable and effective in promoting women’s knowledge of nutrition and hygiene practices.
- **Producers** participating in the FFBS improved their knowledge on improved agricultural techniques and practices **early on during implementation**.
- **Producers** have effectively adhered to the FFBS approach and benefited from the technical training and local capacity building on improved agricultural techniques/practices organized by the HARANDE program. They have also **replicated those trainings to other peer-farmers**.
- **Producers** participating in FFBS took **ownership** of the strategy and accepted that their farms serve as demonstration, extension and learning plots.
- **Community Development Committees (CDCs)** were able to effectively engage on accountability and local governance with varying stakeholders at the local level and can potentially serve in the future as spaces of accountability to challenge local governments. That engagement has contributed to strengthen communications between the different stakeholders.
- A holistic approach of linking and synergizing Lead Mothers, Farmer Field Business Schools participants, and Community Development Committees is quite effective in achieving desired project outcomes.

Lessons Learned & Recommendations

Based on the study findings, the following lessons learned, and recommendations are generated:

- To improve monitoring of the evolution of the progress markers and ensure thorough analysis of observed changes, 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;
- Combining the Outcome Mapping method with the Most Significant Change method (which captures testimonies from program participants on what they see as the most important impacts of the programs, in their own words) and/or After-Action reviews in program M&E and learning may be particularly effective for adaptive management and also for better understanding whether and how outcomes are being achieved; and,
- Involving various actors (AMC, coordinators, assistants, specialists, and MEAL) throughout the process is needed to ensure both regular monitoring of progress markers and needed strategy adjustment toward achieving program’s objectives.

For more details read the full report, available in French and English.

<http://www.careevaluations.org/evaluation/harande-outcome-mapping-report/>.