

Outcome Harvesting

MEL Community of Practice
June 19, 2019



Agenda

1

Fundamentals of Outcome Harvesting

Carmen Wilson-Grau
(former colleague at CARE Guatemala)

2

Experiences applying OH

CARE Guatemala – Partners for Resilience
CARE Mali – RIDAP Project
CARE Bangladesh – OIKKO Project

3

Dialogue & Questions

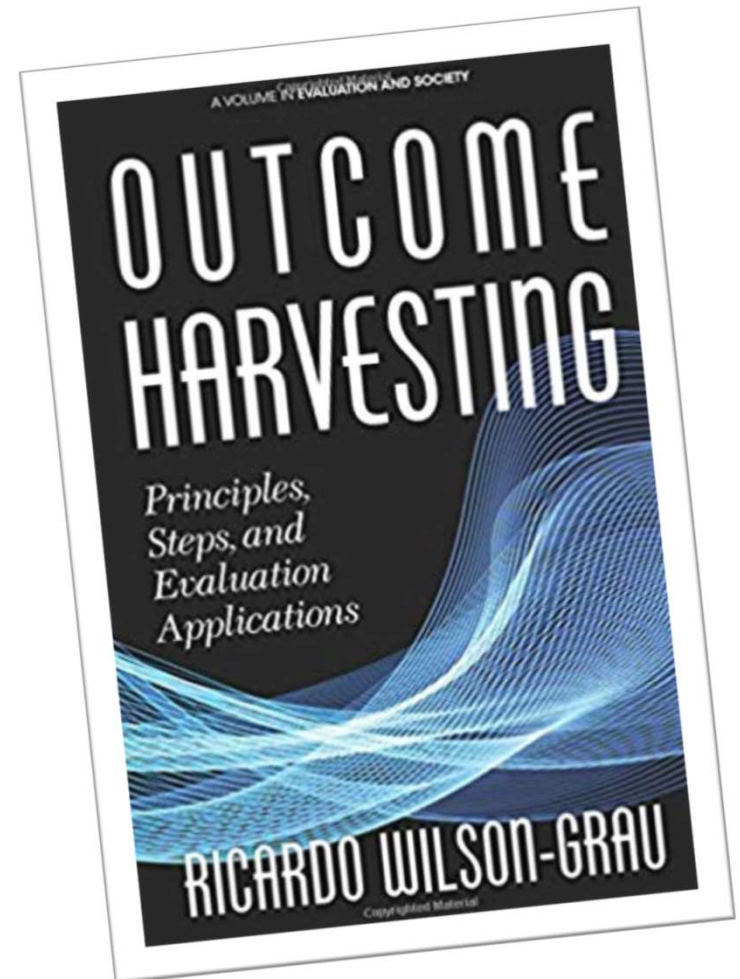
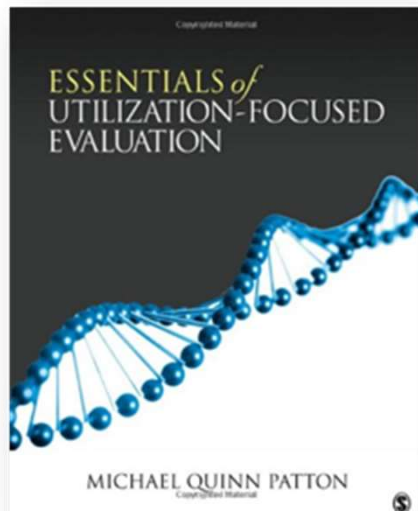
Space for discussion

1

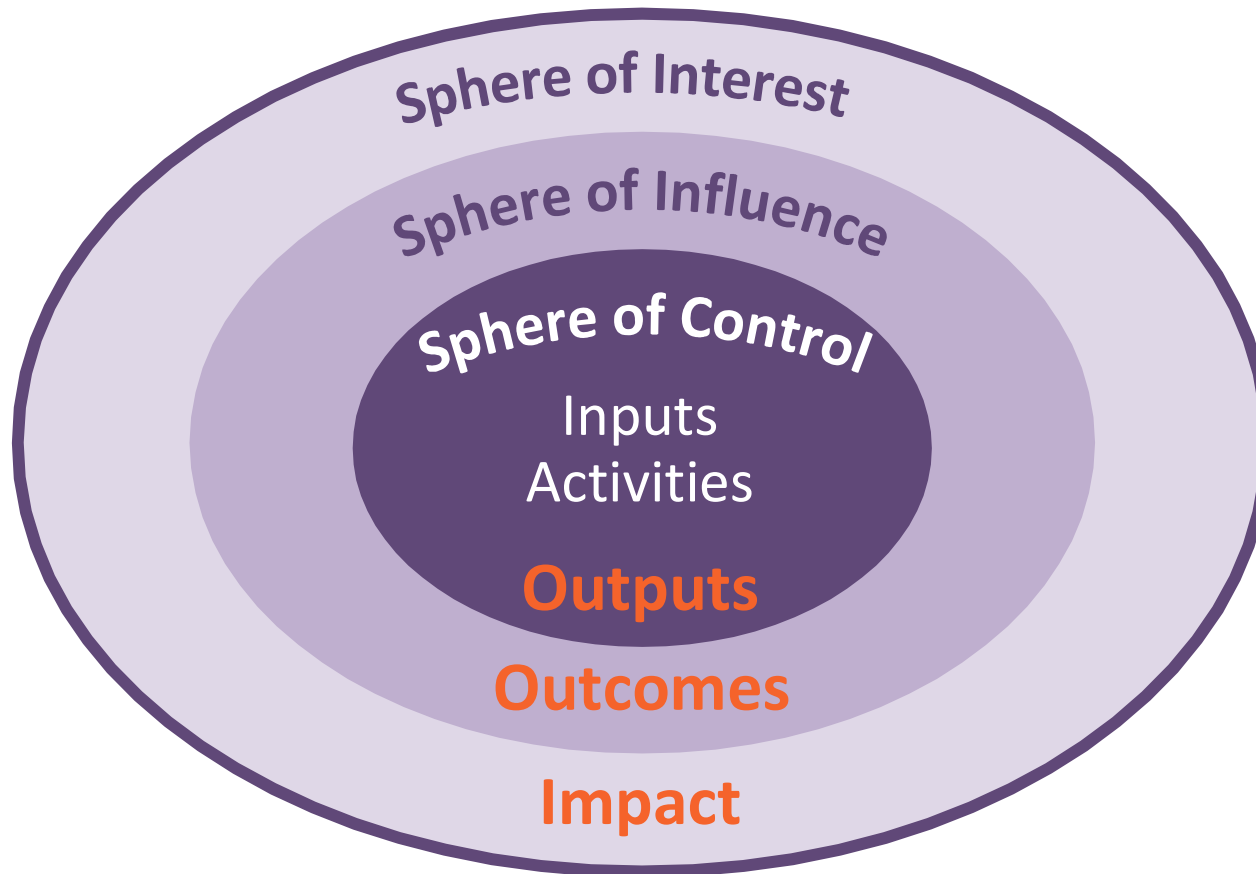
Fundamentals of Outcome Harvesting

INTRODUCTION TO OUTCOME HARVESTING

Inspired by the Outcome Mapping methodology and informed by Utilization-Focused Evaluation.



RESULTS IN OUTCOME HARVESTING



WHAT IS AN OUTCOME?

1. A social actor changing his/her behaviour.



When is it our outcome?

2. When our inputs and activities influenced a change in a social actor.

Cause ← Effect

Contribution



WHEN IS OUTCOME HARVESTING USEFUL?



Influencing people to
change their
environmental practices



Lobbying for new
legislation



Mobilizing support for
HIV-AIDS action



Persuading
religious authorities

WHEN IS OUTCOME HARVESTING **NOT** USEFUL?



**Health care
services**



**Primary education
services**



**Infrastructure
development**



**Technology
transfer**

STRENGTHS OF OUTCOME HARVESTING

**Verifiable
outcomes**

**Search for
unintended
results**

**Accessible
approach**

**Various
means to
collect data**

**Ties
description to
the questions**

LIMITATIONS AND CHALLENGES OF OUTCOME HARVESTING

**Requires
skill and
time**

**Participation
is crucial**

**Method
represents
new way of
thinking**

**Certain
outcomes
captured**

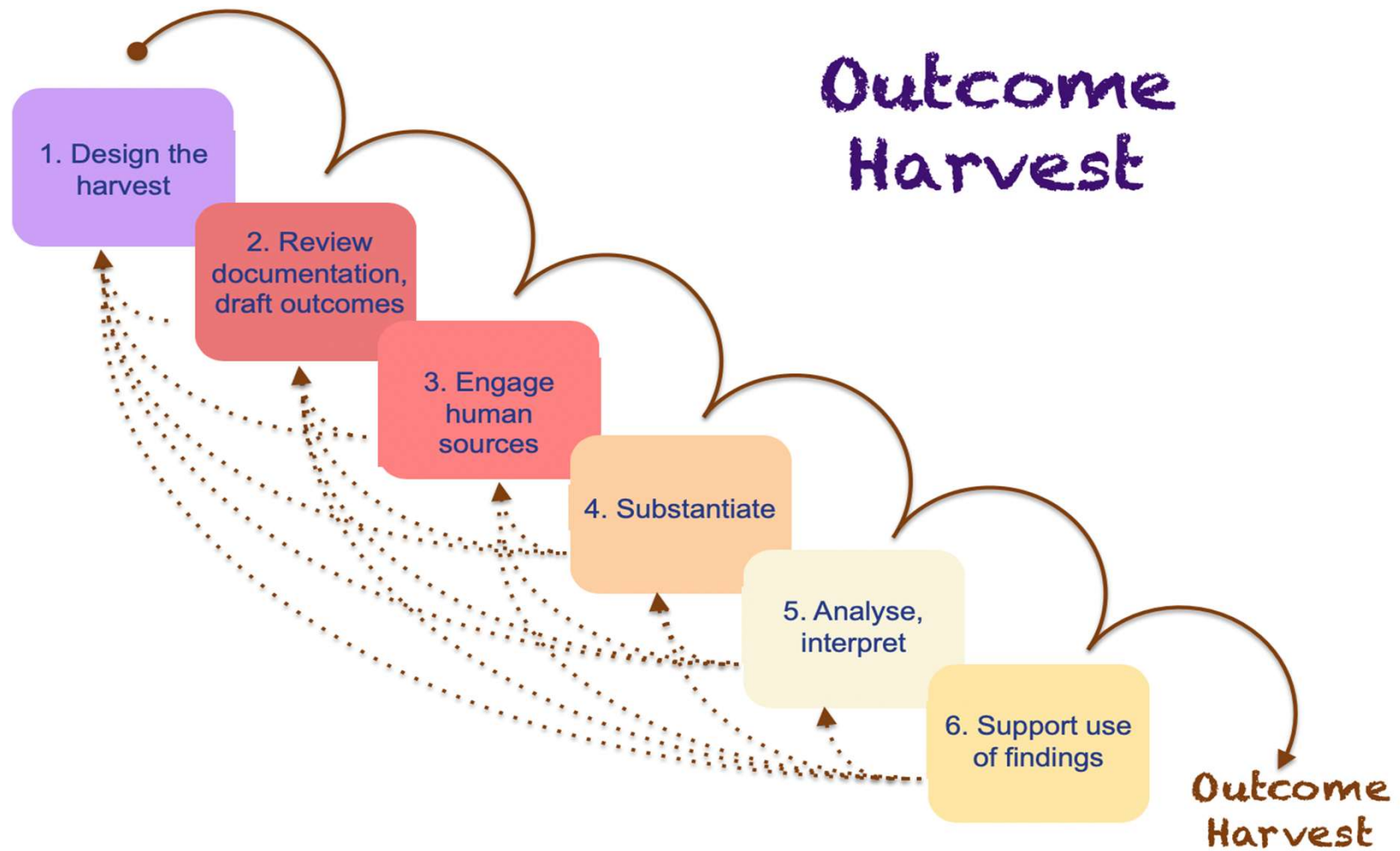
Some pros and cons of applying OH

- Focuses thinking on what has changed, how and why
 - Simple
 - Intuitive – what changed?
 - Motivating – wow, these results matter!
 - Flexible
 - Effective in complex contexts
 - Encourages evaluative thinking
 - Encourages participation
 - Facilitates adaptive management
 - Facilitates systems thinking
 - Provides powerful communication material
 - Can be a reality check
- Learning curve
 - Language barrier
 - Reading / writing abilities
 - Too much data
 - Resource / time / cost considerations
 - Difficult to implement in certain organisational cultures



From Irene Guijt and John Hecklinger. *Making Sense of Sensemaker®: Evaluating Development Initiatives through Micro-Narrative Capture and Self-Tagging in Kenya*

BASICS OF OUTCOME HARVESTING



BASICS OF OUTCOME HARVESTING

1 Design the Outcome Harvest

Identify useful questions

Principal intended uses

Primary intended users

- To what extent do the outcomes we influenced in 2009-2011 represent patterns of progress towards our strategic objectives?
- Do the outcomes indicate progress towards building a sustainable network?
- Do the outcomes indicate that xxx's work has influenced other stakeholders in their yyypolicy and practice?

Change agent: Individual or organization that influences an outcome.

Social actor: Individual, group, community, organization, or institution that changes in part because of a change agent intervention.

Harvest user: The individual(s) who require the findings of an Outcome Harvest to make decisions or take action. This may be one or more people within the change agent organization or third parties such as a donor.

Harvester: Person responsible for managing the Outcome Harvest.

BASICS OF OUTCOME HARVESTING

2 Identify and
formulate
outcomes

Documents

Surveys

Interviews

**Preliminary outcome
descriptions**

When?

Where?

Who?

what?

In 2008, UN Peacebuilding Commission (PBC) strengthened the language in its semi-annual review of peacebuilding in Burundi regarding the importance of accountability and human rights training for the security services, reflecting civil society concerns about human rights abuses in 2007-2008.

BASICS OF OUTCOME HARVESTING

3 Finalise outcomes

Engage directly

Review descriptions

Identify and formulate

Classify outcomes

Box 7

Sample Draft Outcome Sent to a Change Agent

Description: The Rita Fund is created in the United States. It is a woman's fund that strives to respond to the "funding gap" between donors' interests and their actual funding by creating a reliable non-restrictive funding source for women's funds operating worldwide.

Contribution of change agent. The change agent's report "Where is the Money for Women's Rights" published in 2008, was the source of information and inspiration for the creation of the Rita Fund.

Comment [RW-G1]: Who created this fund? When was it created? Specifically, where was it created?

Comment [RW-G2]: Is this an appropriate characterization of "funding gap"?

Comment [RW-G3]: Did you do something more active to influence the creation of the Fund?

BASICS OF OUTCOME HARVESTING

4

Substantiate

Credibility

Knowledgeable

Validates and
enhances

Independent,
external view

Substantiation questionnaire

Present the outcome descriptions to one or more credible (independent, knowledgeable) person(s) and ask them to go on record with their opinion:

- 1. To what degree are you in agreement with the description of the **outcome**?
 - ☐ Fully agree ☐ Partially agree ☐ Disagree
 - ☐ I do not feel qualified to answer (please state why)
 - Comments (optional):
- 2. To what degree are you in agreement with the description of GNDR's **contribution**?
 - ☐ Fully agree ☐ Partially agree ☐ Disagree
 - ☐ I do not feel qualified to answer (please state why)
 - Comments (optional):
- 3. How much do you agree with the description of the **significance of the outcome**?
 - ☐ Fully agree ☐ Partially agree ☐ Disagree
 - ☐ I do not feel qualified to answer (please state why)
 - Comments (optional):

BASICS OF OUTCOME HARVESTING

5 Analyze and interpret

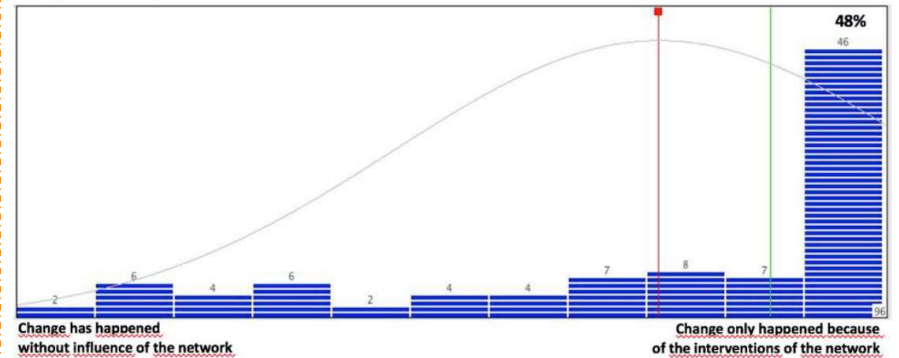
Database

What was achieved

Evidence-based

What are the implications

CONTRIBUTION OF THE NETWORK

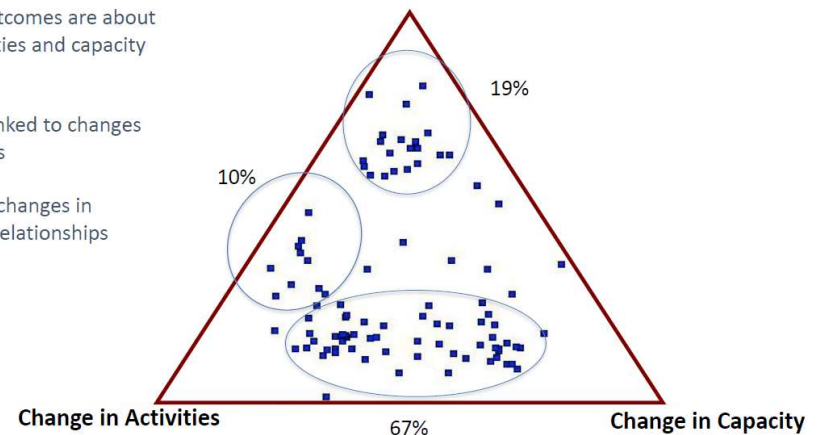


Change in Relationships

Majority of outcomes are about changes activities and capacity (67%)

19% directly linked to changes in relationships

10% between changes in activities and relationships



BASICS OF OUTCOME HARVESTING

**6 Support the
use**

**Points for
discussion**

Use of findings

**Accompanying the
discussion**

Report & Support



SUMMARY

Contributions of
change agents

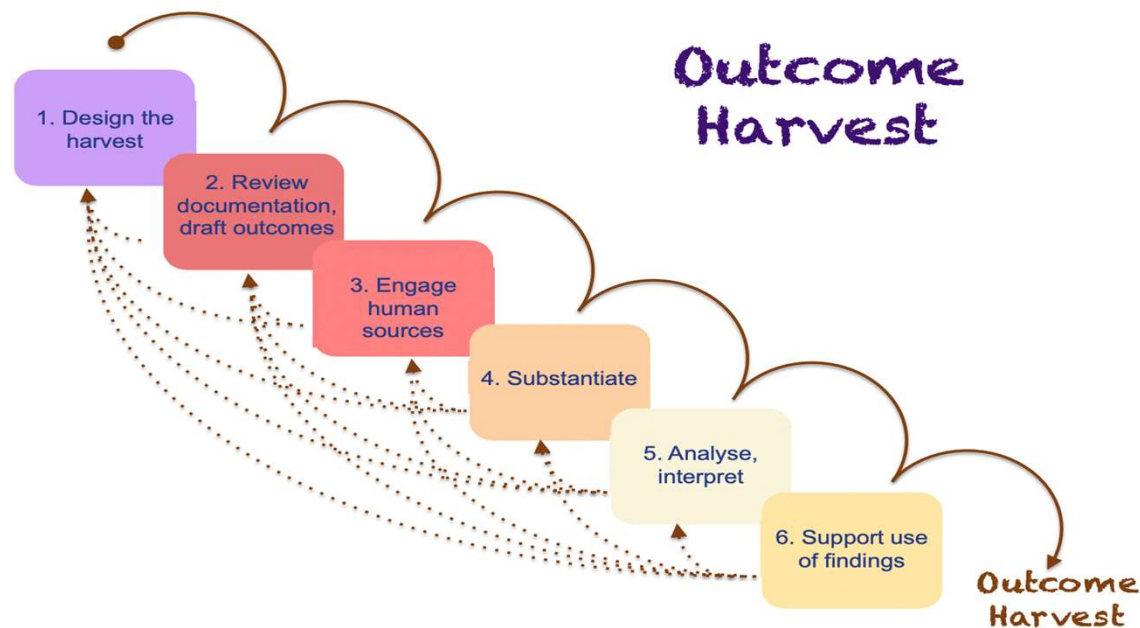
Complex
programming

Insights into
influence and how

Results cannot
be predicted

Qualitative data

Quantitative data



FOR MORE INFORMATION



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<https://dgroups.org/groups/outcome-harvesting/>

Outcome Harvesting

Example of application 3
Partners for Resilience
Guatemala

Carmen Wilson-Grau



What is PfR?

Partners for Resilience (PfR) is an alliance of the Netherlands Red Cross, CARE Netherlands, Cordaid, the Red Cross/Red Crescent Climate Centre, and Wetlands International.

In Guatemala, the overall goal is to enhance the resilience of vulnerable communities to disasters provoked by climate change and environmental degradation.

Why Outcome Harvesting?

- Donor decided to use OH due to the complex context in which it is implemented.
- OH is being used as monitoring and evaluation tool. In order to review and adapt the Theory of Change



Findings and Lessons from the Harvest

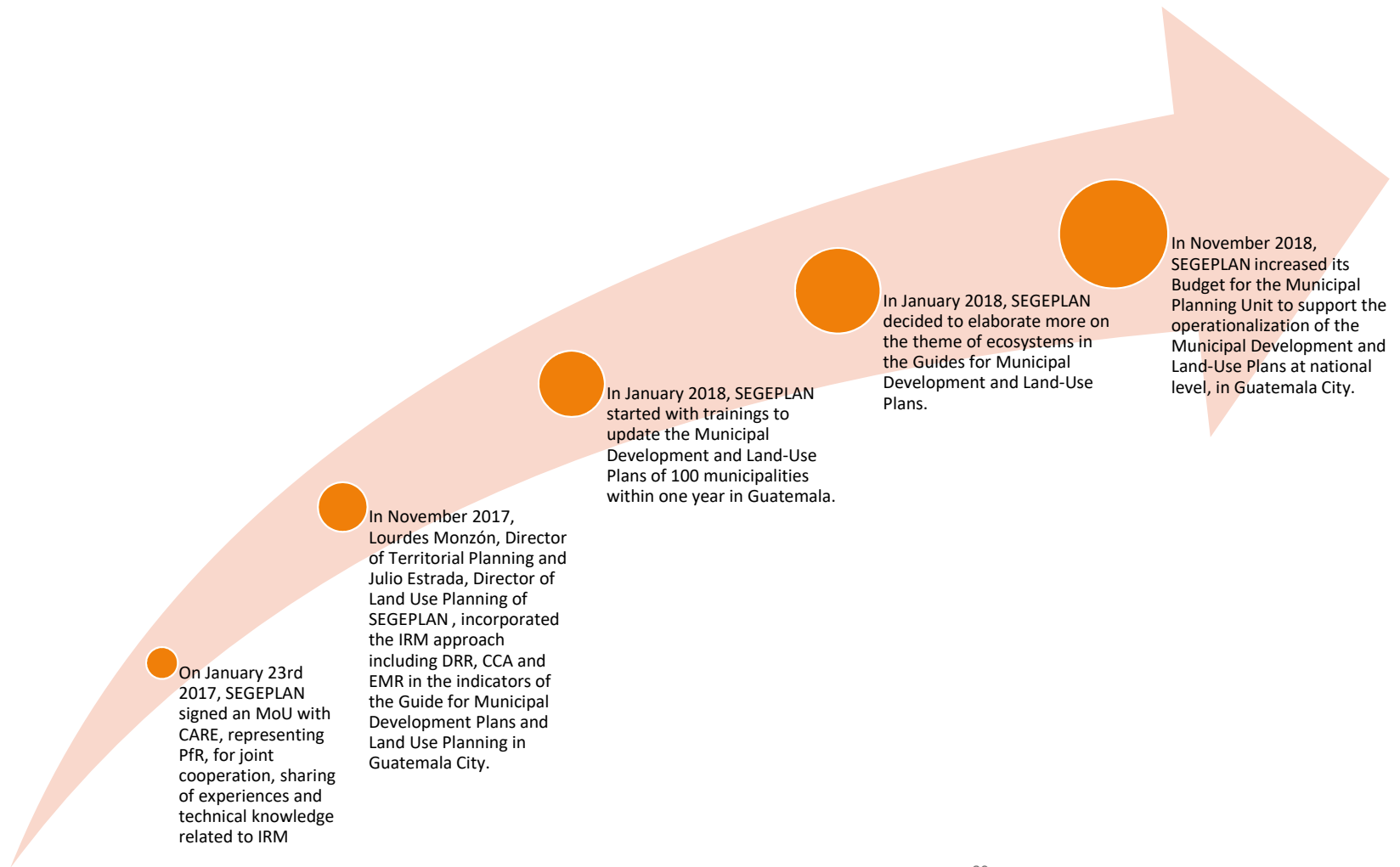


- The project has five trajectories and using OH as monitoring tool enabled us to see **relationship of outcomes** between the trajectories.
- After looking at the outcomes we were able to identify which **activities or strategies had been effective** and how we contributed to influence stakeholders.
- The analysis after reviewing outcomes also allowed us to **adjust our Theory of Change**.




- Important to **include as much people as possible** related to the project (implementers, technical staff, beneficiaries, stakeholders) during the harvesting.
- The harvest and description of outcomes takes time and it is **challenging to keep people motivated**.
- Also take into account **negative outcomes**.

Findings and Learning from the application of Outcome Harvesting






Findings and Learning from the application of Outcome Harvesting



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On Guatemala's Pacific coast, PfR helps women get standards raised on land use, mangrove conservation

01/05/2018 - by Carmen Wilson, CARE-PfR Guatemala



When they saw how local beaches valued by fishers and tourists alike were being polluted and the mangroves that protect against sea surges neglected, the women of El Chapetón village on Guatemala's Pacific coast decided enough was enough. Action was required and they took it.

Tourism and the fish that live in the mangroves are two important local livelihoods. "We decided to start keeping the beaches clean and replant the mangroves because they are among our main sources of income, and it would affect us directly if we didn't," said the president of the Association for the Development of El Chapetón, a women's group.

ASODECHAPE (its Spanish acronym) last August started to work with [PfR](#) organization [Wetlands International](#) to design a plan for better use of land, incorporating [integrated risk management](#) for beaches and mangroves.

Income

The local authorities in the municipality of Chiquimulilla approved the ASODECHAPE plan last November


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Bringing Resilience Building to the Classroom

Implementation of PfR's Education Modules in the municipality of Chiquimulilla in Guatemala is having a great effect on high school students!

The Instituto Nacional de Educación Básica de Telesecundaria in Las Lisas, is one of the 156 schools in the region of Santa Rosa, Guatemala where the PfR Educational Modules are being used to teach resilience building.



Since 2017, 356 teachers in the region have been trained to include modules on Climate Change Adaptation, Ecosystem Management and Restoration, Disaster Risk Reduction and Resilience in the school curricula. A year later, the results are becoming visible through the students, mainly between 12 and 16 years old, who are now well aware of the importance of environmental protection and the value of the mangroves around their village.

To put the learnings into practice, and to make their own contribution towards safeguarding the environment, the students are now collecting bottles for recycling and they have started creating souvenirs from recycled material. They will sell the souvenirs at fairs to earn income for their annual school trip. Another way in which the students are applying what they have learned is by sharing it at home and changing their family's habits. One student told PfR

Recommendations to others



Have someone with **expertise in OH**, who leads the harvesting.



If possible, start with a **training on what OH is**, how to describe outcomes, contributions, etc., and the six steps.



You might have to **change people's habit** from reporting outputs to focusing on outcomes, this takes extra time to formulate good outcomes.



Define the **use of the findings** beforehand.



Consider to have a **workshop after harvesting** the outcomes to discuss and analyze them.

Outcome Harvesting

Example of application 2 RIDAP - Résilience Inclusive Durable des Agriculteurs et des Pasteurs Mali

Modibo Bamadio
National Monitoring, Evaluation & Learning Coordinator
CARE Mali



What is RIDAP (*Resilience Inclusive et Durable des Agriculteurs et Pasteurs au Mali*)?



Why outcome harvesting?

- Applied OH as donor requirement
- Beginning phase of the project and RIDAP has chosen outcome HARVESTING and outcome MAPPING to complement other assessment methods (Baseline Study, CVCA Analysis, Diagnosis, and focus specifically on changes, because outcomes are understood as changes (ie, behaviors, practices, relationships) among social actors It is a development intervention that influences the wider implications of the term: inspiration, support, facilitation, persuasion, pressure ... Until forcing changes.

Findings and Lessons from the Harvest



- Developing marker tracking plan is essential for OH because of the outcomes closely follow
- Involvement of all stakeholders (technical, implementers etc..) as much as possible in data collection process and analysis for data newspaper/Sheet elaboration via workshops is important in OH utilization
- Ensuring markers assessment meeting planning and using is capital for more learning and planning in OH process



- OH requires high quality level of information, analysis and sharing in participatory way that required a significant level of effort and the 6 required steps of OH show complexity of the process.
- Combining OH with other frameworks is very useful for learning about all aspect of outcome to complete knowledge of indicator even OH is expected to take the minimum of changes related the intervention.

Findings and Lessons from the Harvest – an example

E.i Outcome 1.2: Farmers 'and pastoralists' organizations have increased knowledge on legislation related to access to natural resources and pastoral land and help to respect and apply it

What we would expect to see

Community leaders (village chiefs, village councils, religious leaders and Djoro) know and respect the texts governing access to natural resources

What we would like to see

Community leaders (village chief, village councils, religious leaders and Djoro) promote texts on equitable access to natural resources

What we would dream to see

Community leaders (village chiefs, village councils, religious leaders and Djoro) ensure fair and equitable access to natural resources

Initial changes observed:

1. Mayors involve community leaders already trained in conflict resolution.
2. Community leaders are starting to be receptive to breeders for their access to bougoutières.



Learning from the application of Outcome Harvesting – Recommendations to others

To start OH process at the beginning of the project:



Involve all stakeholders in the process at the beginning of the process, during the implementation phase and the evaluation phase



Agree with all stakeholders on (What we would expect to see; What we would like to see; What we would dream to see) regarding each listed outcome



Encourage combining OH with other frameworks for more learning



Using all OH required tools: Outcomes mapping table, Progress Markers plan/table



Assess the progress Markers plan/table at minimum if possible each 6 months (twice per year) how to see the minimum of changes or issues

Outcome Harvesting

Example of application 1 OIKKO Bangladesh

Joe Sutcliffe
Senior Advisor - Dignified Work
CARE International UK





What is OIKKO?

- Aimed to support a strong and united civil society to promote the implementation of fundamental labour rights in the ready-made garment sector.
- Strategic project within the Made by Women IGS
- The project had 3 main sets of activities:
 - **EKATA** - 3,000 female garment workers organised into Empowerment, Knowledge and Transformative Action (EKATA) groups to build solidarity, identify shared barriers and gaps in access to rights, and take collective action in homes, communities and workplaces. EKATA groups were merged to form larger Community Worker's Associations.
 - **Capacity building to trade unions and federations** – gender training for leaders, compensation calculation toolkit, worker outreach model.
 - **Civil society coordination and evidence** – Civil society network to support female workers' demands, two Watch Reports published which detailed gaps in implementation of the Bangladesh Labour Law.

Why outcome harvesting?

- Project log frame and donor evaluation did not adequately capture all dimensions of the theory of change, particularly the outcomes of collective action by workers and of trade union capacity building.
- CARE Bangladesh and the Made by Women regional team felt that an evaluation using outcome harvesting would better capture the actual outcomes of the project and help us understand the pathways of change that achieved those outcomes.
- The purpose of the harvest was to a) understand and learn from the range of outcomes achieved, b) promote shared ownership of outcomes among project stakeholders, c) inform the design of future related work under Made by Women in Bangladesh and across the region, d) enhance knowledge of outcome harvesting at CARE Bangladesh and among regional technical staff.



Findings and Lessons from the Harvest

46 outcomes harvested and credible for learning

13 outcomes fully substantiated by independent sources.

- **OIKKO participants raised demands and accessed rights at work and in their communities** - 9 outcomes were identified of workers demand and accessing various rights and entitlements at work, including the minimum wage, maternity pay and ensuring disciplinary action against abusive supervisors.
- **OIKKO participants engaged in bargaining and accessed rights for other workers** – workers smart, collaborative tactics to strengthen their bargaining position, such as peaceful strikes and threatening legal action. Some OIKKO participants organised and represented other workers in their factories, achieving access to rights for large groups. One OIKKO participant ensured that all 400 workers in her factory received full pay during a period of temporary factory closure, whilst another identified that her factory were not paying the minimum wage and organised a peaceful strike that resulted in over 1,000 workers receiving the minimum wage and backpay.
- **OIKKO participants have emerged as leaders** - some OIKKO participants have become grassroots leaders in Community Worker's Associations and have taken on leadership roles within trade unions.
- **OIKKO supported unions increased the number of women in membership and leadership positions and better represent them in pay and compensation disputes** – unions participating in OIKKO organised hundreds of women into their unions and established 7 new factory-level unions. One union partner increased the number of women on their executive committee to form a majority for the first time. Unions also report using the compensation calculation toolkit, with one reporting it was used to ensure 1,300 workers received their correct overtime and severance pay.



<https://app.streamlineicons.com>

- Scope of demand-raising and success in accessing rights is far beyond what has been achieved in classroom based training for workers. CARE should invest in EKATA as an effective model for promoting access to workers' rights.
- The factors that led some EKATA groups to be more successful are not clear, nor is sustainability of outcomes, so these require further exploration.
- Most demand-raising was for legal rights. CARE should explore how to enable bargaining beyond minimum legal compliance.
- Trade unions and federations could build on further use of the tools and training provided so these should be made more widely available
- OIKKO supports workers to raise demands, but also puts them at risk. CARE should consider what can be done to concurrently soften the stance of duty-bearers to make them more responsive to demand raising.

Learning from the application of Outcome Harvesting



OH was an incredibly useful approach for documenting and learning about the achievements of OIKKO – in particular, it helped us understand actual, tangible outcomes in behavior and access to rights rather than just increased awareness and skills. The substantiation process also helped us to understand how outcomes are understood by stakeholders and what contribution they see CARE making to them.



OH was adaptable to our needs – the evaluator worked closely with us to understand what data was already available and what was feasible within our budget constraints. We adapted and changed the methodology as we progressed, prioritizing certain outcomes for substantiation based on learning needs. Adaptability is a great strength of OH, but it requires an experienced harvester and significant time of CARE staff to design an appropriate harvest.



Deliver evaluations closer to the end of the project – the evaluation was done over 6 months after the end of the project. This made contacting participants difficult and contributed to some outcome descriptions being too vague due to the time lag. The length of time between project end and evaluation also meant that most CARE staff who worked on OIKKO had either left CARE or moved onto different projects, which made it difficult to secure their time to take part in the harvest.



Consider using OH as a monitoring tool, not just for evaluation – relying on harvesting only as an evaluation tool meant there was limited time to engage sources, which resulted in limited information on intermediate outcomes and OIKKO's contribution to outcomes. It would be better for outcomes to be harvested periodically throughout the project to provide more 'real-time' evidence and enable reflection, learning and adaptation during implementation. The evaluation would then have an existing body of outcomes and learning to start with.

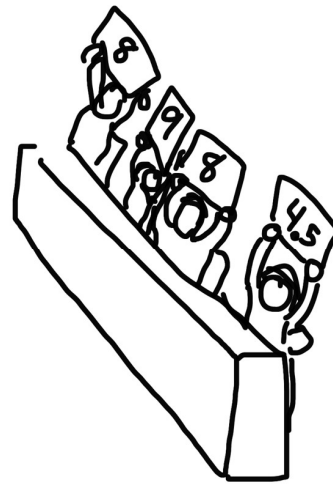


Try to use a team of harvesters or provide time for up-skilling of CARE team – due to budget constraints, we contracted one experienced harvester to facilitate the evaluation. Language barriers meant that during the harvesting workshop, CARE staff had to translate and support the groups of participants and project stakeholders whilst outcomes were being harvested, but these staff were themselves new to OH. CARE staff had been briefed and were mentored by the lead harvester, but it would be better for more time to be given to training or for another harvester to be present.

Questions?

Other experiences?

What do you think?



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