

Agenda

- Introductions
- Objectives session
- Outcomes and Harvesting
 - Why OH?
 - Who?
 - How?
- Key messages



DeSIRA LIFT + 8 + 154
DeSIRA projects
where we support innovation

View map

Welcome to the DeSIRA-LIFT Community of Action and Reflection !

MEL support team



Ricardo Ramirez



Marlene Roefs



Joaquin Navas



Julius Nyangaga

Time and space for Q n A, Discussion

We have two QnA sessions, but you are welcome to type any immediate reactions into the chat for address in the last session

Julius and Outcome Harvesting



Joined the International Livestock Research Institute (ILRI) in 1999 as an agriculture trained field research assistant. ILRI is one of the CGIAR (international agricultural research) centers.

Developed interest and skills in integrating outcome-oriented thinking and evidence-based approaches in all aspects of research project management.

Trained at the IDRC in Outcome Mapping in 2005, and between 2012 and 2015 was an OH apprentice of the late Wilson Ricardo-Grau, attending his OH training courses. In 2016, he assigned me an outcome validating assignment in three African countries.

Since then I developed my OH knowledge and practical experience based skills further, carrying out OH embedded evaluations and facilitating training forums for project teams and institutions in Eastern Africa.



Numerous OM and OH assignments. For 2023 alone:

October 2023 to date: Currently an evaluation of an Undugu Society of Kenya-Taksvärkki “Sisi Pia Tuna Haki” (“We also have rights”) project. The project supports children and youth living and working in the streets of Nairobi and Kisumu cities of Kenya.

Aug 2023 to date (Nov 2023): Just concluded an end-term evaluation of the GIVE project (Gender Inclusive Vaccine Ecosystem). Project by University of Nairobi, Cooperative University of Kenya (CUK) the Kenya Agricultural and Livestock Research Organization (KALRO), funded by IDRC.

Oct 2020 to June 2023. (Right Track Africa) has been a partner in Tufts University-led Consortium working to ‘strengthen country capacity to monitor, analyze and characterize the risk of priority emerging zoonotic (*‘STOP diseases spillover’*) from animals to people’. Developing and using outcome mapping and harvesting for program MEL.



Outcomes

What is an outcome and
what is not?



Outcomes

What is an outcome and
what is not?

Behavioural change in Outcome Mapping and Harvesting (Earl et al, 2011; Wilson-Grau, 2019)

- Observable change in the behaviour of individuals, groups, communities, organizations, or institutions. WHO?
- Changes in actions, activities, relationships, agendas, culture and tradition, policies, procedures and practices, ... influenced by the project's interventions WHAT CHANGE?
- The project's interventions: **activities, outputs, services. ... are OUTPUTS. Not outcomes.**

Typologies of outcomes

e.g. related to AIS	Intended	Behavioural (kap or kamp)	Time	Scale
Awareness and skills	AIS knowledge and skills	AIS awareness	Immediate	Pilot households and villages
Cultural acceptance	Acceptance, access	AIS engagement	Mid-term	Pilot villages and neighbouring villages
Group formation to promote and support AIS	Group-based/ driven promotion and access	Use of AIS by collaborating individuals, groups, institutions	Mid-term	County level, community and institutional collaboration
Policy and regulation	In full support of supply and use	An environment that supports, encourages and promotes AIS	Mid to long term	Nation or Country-wide

Typologies of outcomes

e.g. related to AIS	Intended	Behavioural (kap or kampa)	Time	Scale
Awareness and skills	AIS knowledge and skills	AIS awareness	<p>The process of KAMP; change in:</p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Attitude ▪ Motivation ▪ Practice 	Pilot households and villages
Cultural acceptance	Acceptance, access	AIS engagement		Pilot villages and neighbouring villages
Group formation to promote and support AIS	Group-based/ driven promotion and access	Use of AIS by collaborating individuals, groups, institutions		County level, community and institutional collaboration
Policy and regulation	In full support of supply and use	An environment that supports, encourages and promotes AIS		Nation or Country-wide

Outcomes

Intended

- Usually positive goals and intentions
- For example, communities and related institutions accept AIS, work to explore and use AIS relationships, products and services

Unintended?

Positive

- AIS processes provide application and employment opportunities for target and beyond communities
- Communities and institutions utilize AIS for improved production and productivity and environmental protection

Negative

- Communities mistrust, reject and interfere with AIS processes
- (Some) actors) misapply AIS spaces and products in ways that negatively affect society and the environmental. Detrimental.

Key take-aways on outcomes

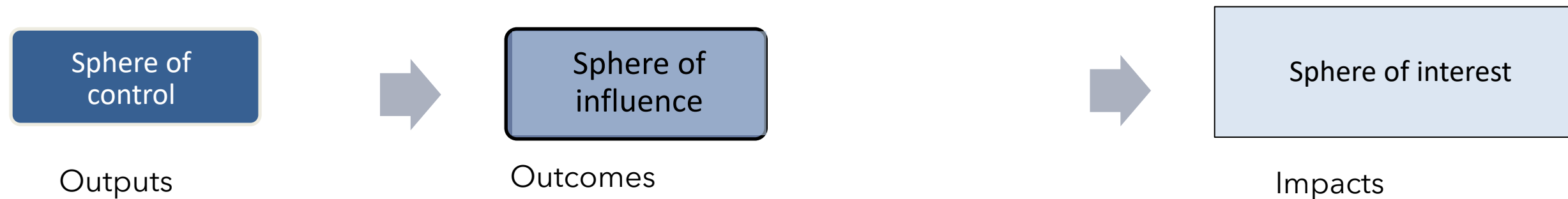
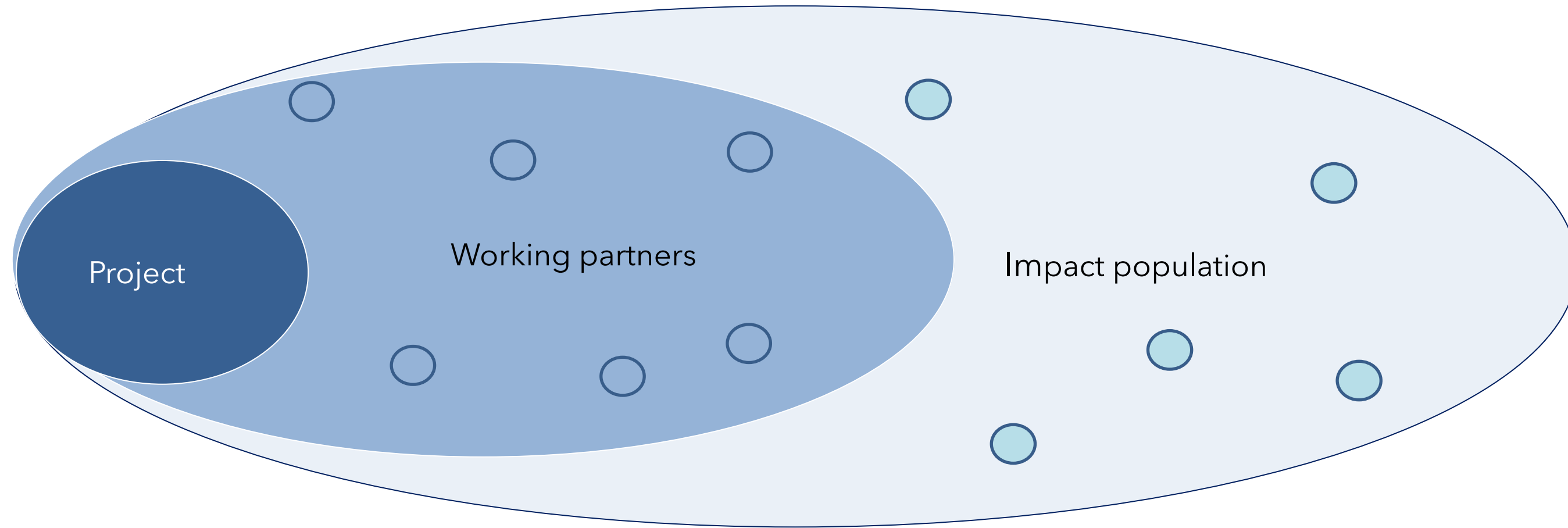
Outcomes is how actors to the project react to or use project-initiated interventions

Outputs is how project explores and supports AIS processes, services and products. The project's interventions

BOTH are important:

- **Outcomes** guide choice of project **outputs**;
- Positive outcomes are expected to lead to **sustained positive impacts**
- **Impacts** are the resulting states in humans/communities and the environment. (**health, incomes, food security; the natural environment**). Influenced by outcomes.

Spheres of control, influence and interest



Questions?

Concerns?

Views, reflections ...

Exercise

Given this understanding and description of outcome results: ...

- Observable change in behaviour of individuals, groups, communities, organizations, or institution, ... (WHO?)
- Changes in actions, activities, relationships, agendas, culture and tradition, policies, procedures and practices (WHAT CHANGE?), ... influenced by the project's interventions
- The project's interventions being its outputs: activities, outputs, services

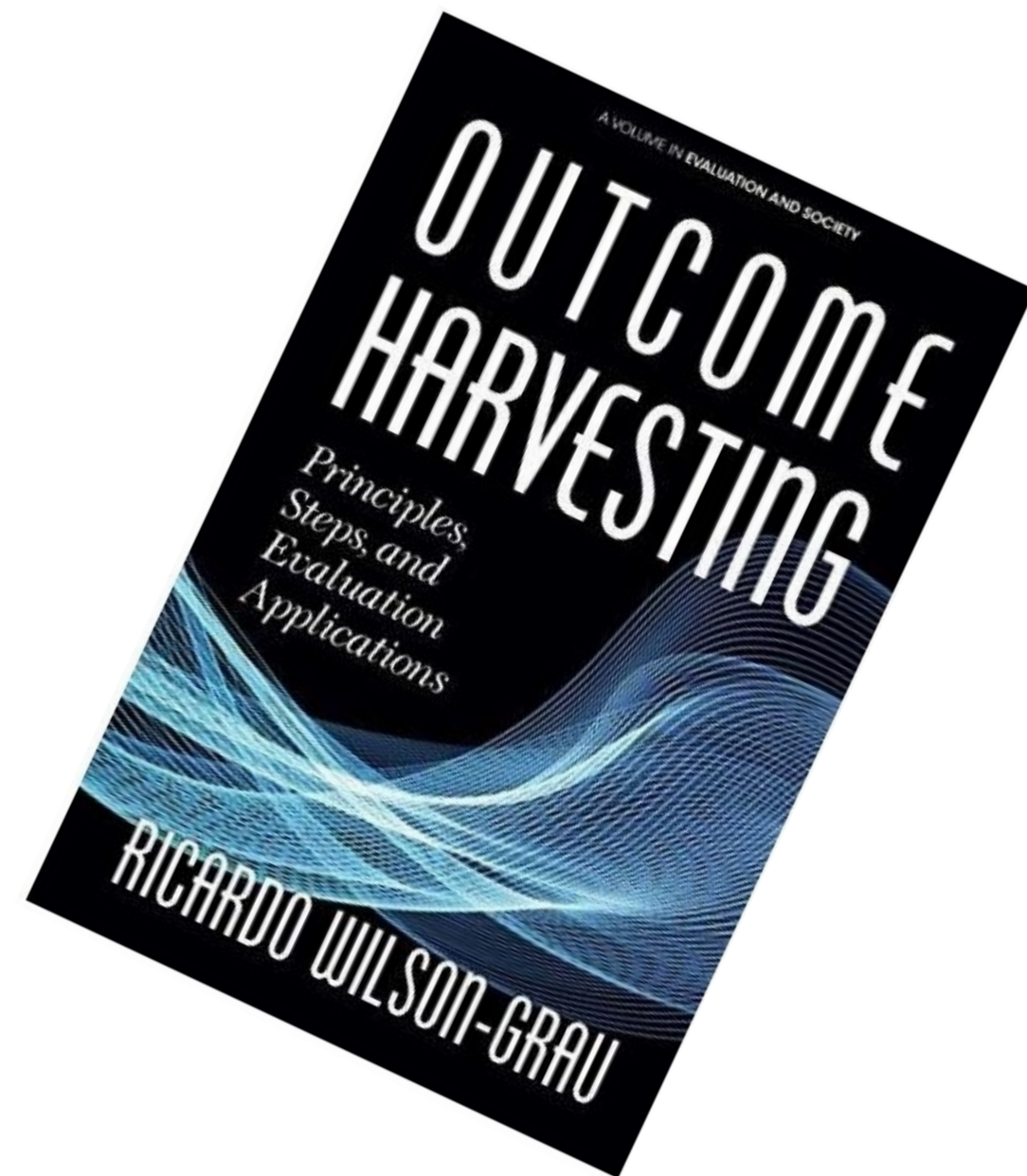
Individually OR in (break-away) groups reflect and discuss

1. How would you relate the understanding of actor behavioral change results to what you (your projects) you use for monitoring and evaluation?
2. What challenge do you see, if any, with that application? What would you advise?

Outcome Harvesting

Outcome Harvesting

- An evaluation method
- Identify, describe observed changes in actors (social actors)
- Actor changes must be linked to (associated with) project interventions
- Changes a combination of pre-determined and un-known.
- Use observed changes and project contribution to **inform evaluation objectives or uses.**



The OH process is supposed to be guided by **intended evaluation uses presented by primary intended users: utilization focused evaluation.**

When OH

1. When project effectiveness (success) is defined by how stakeholders react to or use project interventions
2. Reactions will be a combination of intended and unintended (un-knowable) outcomes.
3. When change is more a case (story) development than a once-off change.
4. Outcomes and outputs are lesson learning processes about interventions and the contexts they are applied.
5. OH results inform subsequent project phases or similar project initiatives
6.

Why (When) not OH

1. When using other definitions and understanding of 'outcome' results
2. When using evaluation methods that have own defined results and methods (logframe indicator measures, reporting according to OECD/DAC).

- *OH can be used entirely on its own.*
- *But a combination or integration of OH into other evaluation methods or needs is advised.*

Who is involved?

1. The change agent: Individual or organization that influences outcomes
2. Social actors (where transformation happens; they (best) tell/know and explain the changes.
3. The harvest (or evaluation results) user (presents how they want to use the results for)
4. The harvester (the evaluator; guides the harvest)

OH is a participatory process; all work together

All (above) plan, collect and analyze data, to make sense and use the results (harvest findings).

Note that the **harvest results user is a critical participant (as part of utilization focused evaluation).**



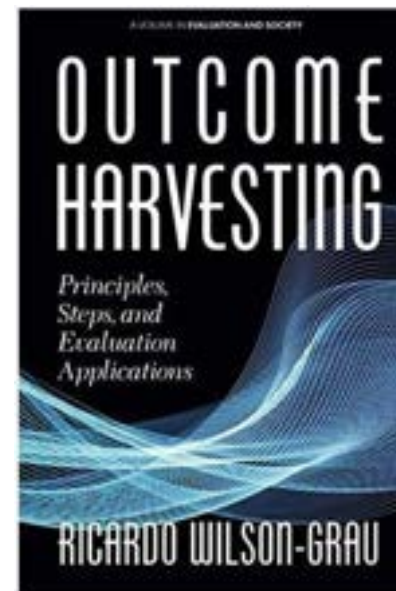
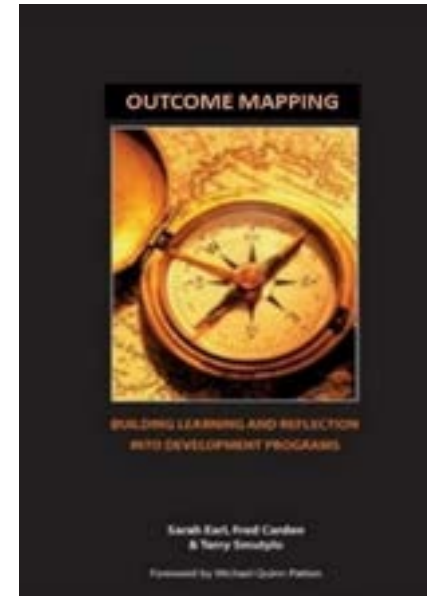
Key take-aways on outcome harvesting

- OH is an evaluation process; looking back
- Guided by how observed, realized transformation (outcomes) informs evaluation objectives or uses
- Its participatory process

Outcome mapping vs harvesting

Mapping:

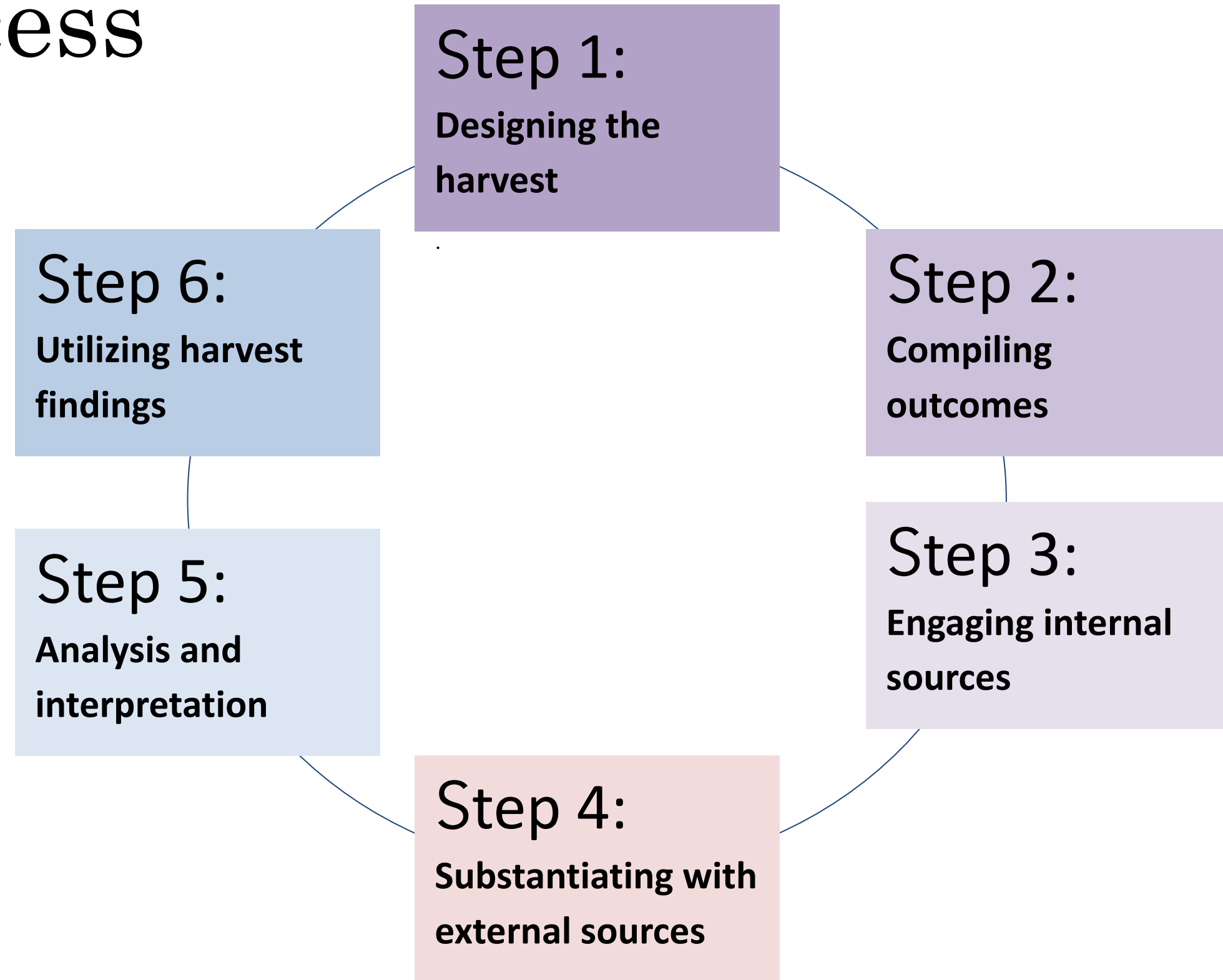
- Planning ahead
- Start with program vision and mission
- Select actors for transformation (boundary partners)
- Agree on target outcomes ('Expect to see', 'Like to see', 'Love to see',... changes)
- Provide necessary support (project intervention)
- Monitor unfolding outcomes, learn and apply lessons for better project delivery (adaptive management)



Harvesting

- An evaluation method
- Identify, describe observed changes in actors (social actors)
- Actor changes must be linked to (associated with) project interventions
- Changes a combination of pre-determined and un-known.
- Use observed changes and project contribution to inform significance (evaluation uses).

The OH Process

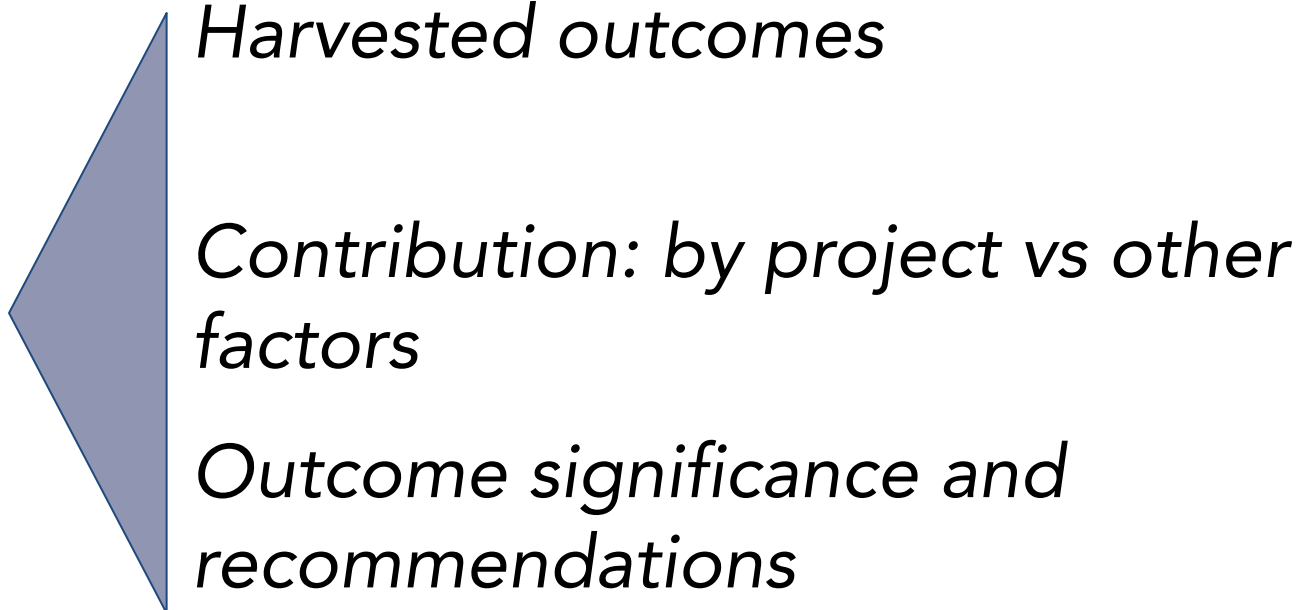


The OH Process

Step 1:
Designing the harvest: The outcome harvesting (evaluation) plan

1. Evaluation uses and evaluation questions: *What do the Harvest Users want to know?*

User	Uses	Key Evaluation Questions



The OH Process

Step 1:
Designing the harvest: The outcome harvesting (evaluation) plan

1. Evaluation uses and evaluation questions: *What do the Harvest Users want to know?*
2. Agree on how **outcome information or enquiry will inform the USES.**

User	Uses	Key Evaluation Questions

What outcomes required?

What level of outcomes? How substantive?

3. Agree on **'standards' and ways of outcomes' identification, confirmation and substantiation.**

The OH Process

Step 1:

Designing the harvest: The outcome harvesting (evaluation) plan

4. Agree on how outcome and project contribution will be used for judging

"Significance"

- *The extent to which the validated outcomes inform (or serve) the intended evaluation Users and their Uses.*
- *Extent to which validated outcomes are aligned to 'Expect, Like, Love to see ...' actor changes.*
- *How extensive the transformation is.*
 - *Horizontally: more widespread, spatially)*
 - *Vertically: entrenched in culture, norms, policies, regulations, etc.*

- *How inclusive the transformation is*
 - *Socio-economic variations*
 - *Gender*
 - *Age*
 - *Ethnic delineation, etc.*
 - *Spatial differences*
- *Any other parameter required for recommendations for evaluation objectives and use of findings.*

Step 1:

Designing the harvest: The outcome harvesting (evaluation) plan

5. Agree if and how to integrate the harvest with **other evaluation data/information interests**:
 - *Fitting into OECD/DAC relevance, coherence, effectiveness, efficiency, impact and sustainability evaluation information.*
 - *OTHER data required to support harvest information (e.g. supporting quantitative surveys, measures, rates, GIS, etc.), and the sources (secondary, primary).*

The OH Process

Step 1:

Designing the harvest: The outcome harvesting (evaluation) plan

6. Agree on **data sources:**

- Internal, for OH Step 2 and 3
- External (for OH Step 4: third party validation and substantiation)
- Sampling framework: population and sample sizes

7. Agree on **evaluation work plan:**

- For data collection, analysis and interpretation methods (Step 5).
- Reporting and utilization (Step 6)
- Overall plan will be limited by time and cost



The OH Process

Step 2:

Compiling initial outcomes: Developing outcome statements

No	Outcome	Contribution	Significance

The OH Process

Step 2:

Compiling initial outcomes: Developing outcome statements

No	Outcome	Contribution	Significance
	<p>Behavioural change:</p> <p>- <u>Who exactly has changed:</u> <i>Which individual, group, organization, institution, etc.</i></p> <p>-<u>The change</u> (The Transformation): <i>specify the change in activities, attitudes, relationships, culture, policies, systems, procedures</i></p> <p>-<u>When:</u> <i>specify time OR period</i></p> <p><u>Where:</u> <i>specify location or region</i></p>	<p>Project interventions:</p> <p><i>- Project activities and/or outputs, with plausible link to the outcome</i></p> <p><i>- What was done, where and when?</i></p> <p>The role of external (non-project) influences, if any:</p> <p><i>+ve (supportive) factors</i></p> <p><i>- ve factors (detrimental, barriers)</i></p>	<p>What is the importance of the outcome and contribution information?</p> <p><i>- See previous significance parameters</i></p> <p><i>- What lessons and recommendation required in utilization?</i></p>

The OH Process

Step 2:
Compiling initial outcomes

Step 3:
Engaging internal sources: for statement details and clarity

No	Outcome	Contribution	Involvement	Importance
	<p>Behavioural change:</p> <p>- Who exactly has changed: <i>Which individual, group, organization, institution, etc.</i></p> <p>- The change (the transformation): <i>specify the change in activities, attitudes, relationships, culture, policies, systems, procedures</i></p> <p>- When: <i>specify time OR period</i></p> <p>- Where: <i>specify location or region</i></p>	<p>Project interventions:</p> <p>- <i>Project activities and/or outputs, plausible link to the outcome</i></p> <p>- <i>What was done, where and when</i></p> <p>The role of external (non-project) influences, if any:</p> <p>+ve (supportive) factors</p> <p>-ve factors (detrimental, barriers)</p>	<ul style="list-style-type: none"> Project staff involved (implementers, report authors) 	<p>importance</p> <p>me and</p> <p>ous</p> <p>ce</p> <p>rs</p> <p>what lessons and recommendation required in utilization?</p>

Step 4:

Substantiating with external sources: The outcome harvesting (evaluation) plan

1. Validating and substantiating project source information:
 - a. *To what extent do you agree/not agree with the reported outcomes and project contribution? Explain.*

2. Collecting **fresh, more outcome and contribution information.**
 - a. *Who has changed how? What's the project contribution? What other factors contributing? How influential the project? Explain with examples.*

 - a. Best source for: 1. *Unexpected outcomes*, 2. *Un-achieved outcomes*, 3. *Outcomes the project "would not report"*.

Methods: Informant interviews, ... FGDs, ... Surveys, ...(time and budget limiting)



The OH Process

Step 5:

Analysis and interpretation: Analyzing data collected to answer evaluation questions, and inform the uses

Outcome statements data
+ other information

Harvested outcomes

*Contribution: by
project vs other factors*

*Outcome significance
and recommendations*

Data
analysis

Answers to evaluation questions	Recommendation s for evaluation uses	User

The OH Process

Step 6: Using the harvest results:

1. Evaluation and harvest **report**: full, summaries, presentations
2. **Informing and advising harvest users**
3. **Being available with harvest** information details
4.

OH Tools

Data collection:

1. Literature review guides
2. Establishing data sources (for informant interviews, FGDs and surveys) and sampling frameworks
3. Interview and focus group guides
4. Survey tools

Qualitative data analysis.

1. Thematic analysis
2. Qualitative comparative analysis
3. Process tracing
4. *Many others*

Quantitative data analysis (if collected OR use-able data is available)

1. Differences between groups
2. Relationships between variables
3. Test hypotheses
4. *Many others*



Key take-aways on outcome harvesting

1. Outcome harvesting is an **evaluation process**, largely focusing on how harvested outcomes inform evaluation objectives and uses. **Supporting utilization-focused evaluation.**
2. Outcomes data/information used are the result observed or described as **societal actor behavioral change.**
3. Outcome harvesting recommended for **learning how effective project is in supporting actor and system transformation** for desired and sustainable impacts.

Questions?

Concerns?

Views, reflections ...

*To what extent is OH an approach or process you could use in your
MEL plans and systems?*

Earl, S., Carden, F., & Smutylo, T. (2021). *Outcome mapping : building learning and reflection into development programs. International Development Research Centre (IDRC)*. Ottawa: IDRC.

Patton, M.Q. (2012). *Essentials of utilization-focused evaluation*. Sage.

Ramírez, R. & Brodhead, D.P. (2013). *Utilization focused evaluation: A primer for evaluators*. Penang: Southbound.

Wilson-Grau, R. (2019). *Outcome Harvesting: Principles, Steps, and Evaluation Applications*. Information Age Publishing Inc.

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