

Outcome Harvesting module

20-22 June 2016

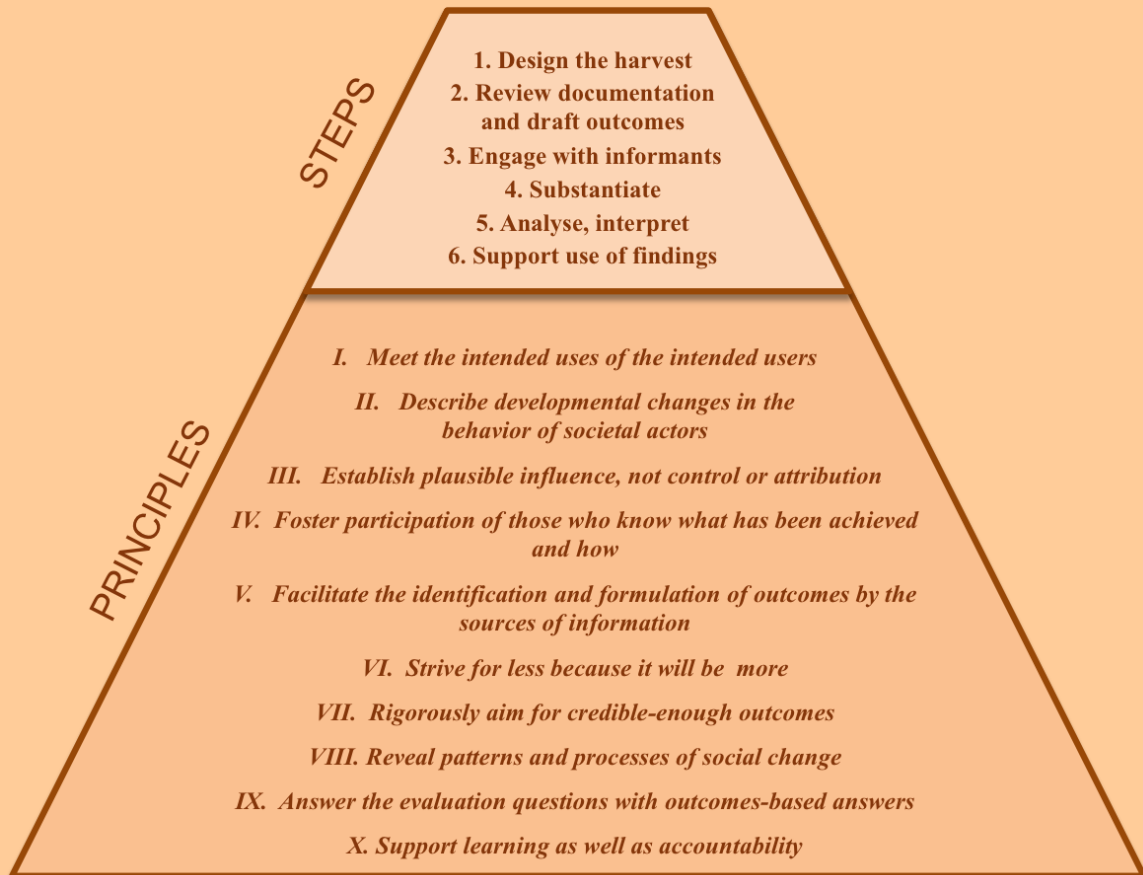
Instructor and Facilitator: Ricardo Wilson-Grau

Purpose: Introduce people responsible for monitoring and evaluating development programmes in substantially complex circumstances to applying the Outcome Harvesting approach.

Expected Result: Participants will have sufficient knowledge and skill to be able to adapt Outcome Harvesting tools to their specific needs following the workshop.

Overview: Outcome Harvesting is a utilisation-focused, highly participatory tool that enables evaluators, grant makers, and managers to identify, formulate, verify, and make sense of outcomes they have influenced when at the time of planning the relationships of cause-effect were substantially unknown. As the UNDP says, Outcome Harvesting is “an evaluation approach that — unlike some other methods — does not measure progress towards predetermined outcomes, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change”.¹

During three days, participants work through the six Outcome Harvesting steps, in the light of the underlying ten principles:



Methodology: The workshop embodies the hands-on, participatory values that are at the core of this utilization-focused evaluation approach, combining theory and examples with group discussion, individual reflection and small group practical exercises all revolving around a case study especially written for this CID workshop. Special attention is given to dealing with the uncertainty about the causal relationships linking inputs, activities and outputs with the outcomes of development interventions. The participants will apply all concepts embodied in the six steps in working groups. The ten underlying principles will be explained throughout the workshop with examples from one or more of the 40+ evaluative experiences for which the facilitator has been responsible. Thus, participants will build their practical capacities and leave the course with skills in adapting this tool to evaluate their interventions for the purposes of both accountability and improving performance.

Instructor and Facilitator: Ricardo Wilson-Grau, evaluator, organizational development consultant and president of *Ricardo Wilson-Grau Consultoria em Gestão Empresarial Ltda* will deliver the workshop. Since 2004, working with colleagues Ricardo developed

¹UNDP Discussion Paper, “Innovations in Monitoring & Evaluation”, August 2013, see <https://undp.unteamworks.org/node/370238>.

the Outcome Harvesting tool through evaluations generating thousands of outcomes achieved in 143 countries by almost 400 networks and associations, NGOs, community-based organisations, research institutes and government agencies. In 2013, the UNDP selected Outcome Harvesting as one of eleven [promising innovations](#) in monitoring and evaluation practice. After ten World Bank Institute teams piloted a customised version of Outcome Harvesting, in June 2014 the Bank published a [booklet](#) of the cases and now lists the tool amongst its resources for internal monitoring and evaluation. USAID (<https://usaidlearninglab.org/complexity-aware-monitoring/basics>). Ten World Bank Institute teams piloted a customised version of Outcome Harvesting and the World Bank published a booklet of the cases and now lists the tool amongst its resources for monitoring and evaluation. [USAID](#) highlights Outcome Harvesting as one of five approaches especially well-suited for evaluation practitioners operating in dynamic, uncertain situations who need tools to evaluate the change and results they are achieving through interventions where relations of cause and effect are not fully understood.

**Introduction to Outcome Harvesting (OH)
Workshop program
20-22 June 2016**

Sessions	Learning objectives	Background Reading and Reference Materials
MONDAY		
Introductions, agenda and process	--	<i>Outcome Harvesting</i> , Ricardo Wilson-Grau and Heather Britt, may 2012 (revised November 2013), 27 pages http://betterevaluation.org/plan/approach/outcome_harvesting
Outcome Harvesting's niche: complex social change	Appreciate the implications of complexity for monitoring and evaluation	Brenda Zimmerman's Contributions Conceptualising, Applying, and Communicating Through the Lens of Complexity, 2014, pages 12-26. https://sig.app.box.com/s/6q0rh67brnu8758dnp3bcjul0m0jv9e David Snowden video on Cynefin Framework, 2016, 8 minutes. http://cognitive-edge.com
"Outcomes" in the Outcome Harvesting approach	Distinguish a development outcome from outputs and impact.	Ricardo Wilson-Grau: Customising definitions of outputs, outcomes and impact, 2008, 2 pages. http://www.outcomemapping.ca/resource/customising-definitions-of-outputs-outcomes-and-impact-
Lunch		
Outcome Harvesting: essential concepts	Identify outcomes	CASE STUDY: Fund Now Strategic Profile and Theory of Change, 2013-2017, 2 pages
Step 1. Design Primary users, principal uses and useful harvesting questions	Distinguish OH users and their uses from audience for the harvest Formulate actionable harvesting questions	Utilization-Focused Evaluation, Michael Quinn Patton 10 minute webinar and 6-page brief. http://comm.eval.org/coffee_break_webinars/ourlibrary/viewdocument?DocumentKey=d8d368f9-e5fd-44a8-9554-dad3d52806c9
Evaluative reflection on first day		
TUESDAY		
Step 2. Review documentation and draft outcomes	Identify and formulate a change in a social actor and how an intervention contributed	CASE STUDY: Fund Now 2015 Annual Report, 1 page
Lunch		
Step 3. Engage with informants	Craft verifiable outcomes	
Step 4. Substantiation	Apply criteria for selecting substantiators	CASE STUDY: Fund Now Fund Now outcomes 2013-2017

Sessions	Learning objectives	Background Reading and Reference Materials
Evaluative reflection on second day		
WEDNESDAY		
Step 5. Analysis and interpretation of outcomes	Organise the findings to be able to provide evidence-based answers to the useful harvesting questions	CASE STUDY: Fund Now Fund Now outcomes 2013-2017
Lunch		
5. Analysis and interpretation of outcomes, continued	Answer with evidence the useful harvesting questions(s)	CASE STUDY: Fund Now Fund Now outcomes 2013-2017
6. Using the harvested findings	Communicate harvest findings in the most useful manner possible	
Evaluation	Contribute to critical reflection of achievements of the workshop	Answering a questionnaire