

## Outcome Harvesting - additional guidelines for Watersheds last Harvest, in Corona times

March 2020

### 1 Harvesting good quality outcomes

As we are dealing with the last outcome harvest, it is a bit of a special case.

- Please pay special attention to outcomes that demonstrate changes in the behaviour of the contracted partners, related to their capacity to lobby and advocate for sustainable WASH services. We consider such changes within the contracted partners outputs when it is a description of these partners implementing Watershed activities. However, if a contracted partner demonstrates *institutionally* changed behaviour or when they do things differently in other programmes they run outside Watershed, this potentially can be considered an outcome.
- Please review the outcomes that you have harvested since the start. Some of them were early outcomes that at the time bare the promise of a bigger outcome in future. Often, the significance section already 'hints' to what may happen in future as a follow-up of the harvested outcome. You can now, 1 or 2 years later, ask yourself whether this has indeed materialized and if so, whether a new outcome can be harvested. For example :

*Outcome: On 20 October 2017, 43 participants from 7 Water Resource User Associations (WRUAs) in Laikipia County, Kenya, committed to implement advocacy action plans as strategies for policy influencing and conflict resolution.*

*Significance: By first developing and committing to implement their advocacy action plans, WRUAs will actively contribute towards social accountability, demanding for the fulfilment of the right to water and sanitation and equitable, sustainable allocation of water resources.*

*Question for upcoming outcome harvest: Is there any evidence that, since October 2017, the WRUAs in Laikipia Kajiado influenced policies and/or resolved conflict?*

- Ensure outcomes are specific and verifiable. During the ping-pong process, we will be a bit more critical on this. For example, what does "Integration of WASH/IWRM" mean specifically? We also found harvested outcomes that were actually outputs. Please ensure that your harvested outcomes fulfill the SMART criteria shared during the OH training:

#### **S.M.A.R.T. outcome statements (outcome + significance + Watershed contribution).**

**Specific** Each outcome is formulated in sufficient detail so that a reader without specialised subject or contextual knowledge will be able to understand and appreciate what changed.

- ✓ **When** — day, month and year that the change happened?
- ✓ **Who** changed – full name?
- ✓ **What** concretely did they do that is significantly different?
- ✓ **Where** — located on a map?

**Measurable** The description of the outcome provides verifiable quantitative and qualitative information, independent of who is collecting data. For example:

How much, many, big, far, fast?

What size, weight, age, shape, colour?

**Achieved** By Watershed while perhaps not fully attributable to it. A plausible relationship, a logical link between the outcome and what Watershed did that contributed to it.

What was done, when and where that contributed — wholly or (probably) partially, directly or indirectly, intentionally or unexpectedly?

**Relevant** The outcome represents noteworthy progress towards local structures and organizations being able to take the lead in responding to their community's needs.

**Timely** Check that the Watershed contribution occurred *before* the outcome happened. There is a tendency to focus on those outcomes that we contributed to in the period under review. However, Watershed's activities or outputs that occurred months or even years ago, only now resulted in an outcome. Therefore, ask the question: in the period under review, do we observe changes that are important in the light of our ToC, but that we contributed to months or years ago?

- Identify possible negative outcomes that may undermine what the programme is trying to achieve. Remember that resistance towards the changes proposed and promoted happens quite often in social change programmes. When civil society starts to speak out, things may first get worse before eventually getting better. Think of the significance of those negative outcomes in terms of lessons learned for the programme.
- Practical notes on the formulation of the outcome statements :
  - ✓ **When and where** - Start the outcome with the date and the location for easy reference. Be as specific as you can with the date the outcome occurred as this is important for identifying later pathways of change, consisting of a small series of outcomes that influenced one another. 'Early January 2018' may be sufficient, except when during this period multiple outcomes occurred that influenced one another.
  - ✓ **Who** - After that, specify the actor that changed.
  - ✓ **What** - Then explain what changed.
  - ✓ Ensure the change is **observable** (eg. a change in a 'rigid' mindset has to be translated into action). Changes can be small, "a smile in the dark".
  - ✓ In the contribution section, also start describing when and where Watershed contributed and specify which partner within Watershed contributed. It may be useful to mention the staff member name as well.
  - ✓ **Don't use abbreviations** only known to insiders (to enhance usefulness Watershed-wide)
  - ✓ Ensure the outcome statement is verifiable by **providing sources that specify** names and dates. Weblinks are useful but be aware that they might change. "meeting reports" is insufficient as this cannot be traced back. Names of Watershed team members, of the actor who changed, is ok.

## **2 Provisional planning for the last Watershed outcome harvest as well as the sensemaking process**

Likely the outcome harvesting will have to take place completely through online interaction. Early April 2020, the PMEL team will liaise with the harvester from each WP to discuss possibilities. For workshops, we will use the Zoom platform where breakout groups are possible. Google docs allow for several persons to work on the same document simultaneously. More details will follow and respond to individual WP needs. A reminder of the identification & formulation of harvested outcomes is as follows:

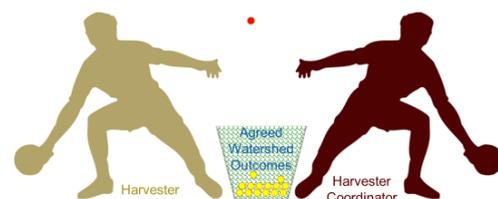
1. WP Harvester sets out the OH process with dates of peer review meetings and deadlines (see below) as follows:
2. Invite WP team members that are responsible for identifying and keeping track of outcomes that they contributed to (the informants), to write a first draft of harvested outcomes. If necessary, they collect info 'from the field'. They may engage with colleagues within their organisation.
3. Organise an Outcome Harvesting workshop for peer-review: Informants share the outcomes with their Watershed country team. This enriches the outcomes and new ones are identified.

Tip: Don't harvest alone! Organise peer review, in its simplest form: share your draft outcome with a colleague for technical support or organise a more elaborate team peer review. *Nice idea: share with a colleague in another country for feedback and learning.*

**New** Consider inviting external stakeholders to the outcome harvesting workshop. These can be allies with whom you have worked such as government staff, community (council) members, collaborating NGO or CBO staff. They can be very instrumental to enrich the outcome harvest with their perspective on what has changed. If it is not possible to invite them to a session, you can still organize one-on-one meetings, or a focus group discussion, to ask external people with whom you have engaged, about what they think are significant changes in the behavior of stakeholders that relate to sustainable WASH, and to which Watershed has contributed.

4. Based on workshop results, informants reformulate their outcomes and send to the WP harvester.
5. WP harvester provides feedback and engages with individuals until outcomes are complete and methodologically correct. If needed, the WP harvester can ask coaching from the global PMEL team member.
6. The WP harvester sends final draft outcomes to global PMEL member. Additional feedback is given. This may involve several rounds. The WP harvester may have to liaise with the informants, the WP team members. This is key learning towards good quality outcome formulation/review.
7. PMEL signs-off the final outcomes.
8. WP harvester enters the outcomes in the excel database and classifies the outcomes according to the categories. WP harvesters shares with PMEL team member and Conny

➤ Gentle but rigorous ping-ponging



So far, the planning is as follows (to be confirmed through WP harvester and PMEL team member contact):

1-20 April	WPs <b>harvest outcomes</b> over the period mid-2019 – Q1 2020 (actually to date) and conduct peer review with their team
20 April – 15 May	<b>Ping-pong</b> process: WPs engage with 'their' global PMEL team member for review and finalise the outcome statement. Please contact your global PMEL team member for availability for review. <i>(Ghana needs to be ready by 1 May)</i>
15 May – 11 June	<b>Sensemaking at WP level.</b> <b>For each WP, we foresee 2 preparation days + 2 days OH sensemaking workshop.</b> In both events, one member of the global PMEL team will participate/facilitate. I travel will be allowed the preparation day and the sensemaking workshop will have to take place one directly after the other. If everything will take place remote, there is a bit more flexibility in the planning. <ul style="list-style-type: none"> <li>• During the <b>preparation days</b>, the classification of all harvested outcomes will be reviewed as we realized this has not been done consistently throughout all WPs, and is incomplete in some cases. For further analysis, we may also develop new categories for classification, for example linking outcomes to the advocacy strategies. Also, a draft analysis and interpretation of all harvested outcomes will be made including revealing pathways of changes that "tell a story". While we will be working with the</li> </ul>

outcomes since the start in 2017/2018, we will likely make a selection of most significant outcomes. Only a few key staff of the WP team will participate in these preparation days, as well as a PMEL team member.

- The **actual sensemaking workshop** will focus on the validation of those findings, extract learnings including a critical review of the causal assumptions of the Theory of Change. In this workshop, the full WP Watershed team will participate, possibly with a few key external actors.

Guidelines for the preparation days as well as for the actual sensemaking workshop, will be developed and shared with you in April.

1 July WPs send **Final OH report** with analysis and interpretation of harvested outcomes to PMEL team.

WP communications person develops and sends an **external communication product** that is “telling the story” to PMEL team.

The final OH report as well as the external communication product from each WP will be used by the PMEL team to make a draft analysis and interpretation of ALL harvested outcomes. This will be discussed with the PWG, the board as well as external evaluators on 24 July.

While this last harvest takes place in April/May, there will still be an end of programme report (Oct – Dec) that will include space for additional outcomes that occurred after this last formal harvest.