

Watershed Outcome Harvesting Sense-making and ToC review workshop

Facilitators' script

Material:

- Flipcharts
- Several prints of the **outcome database** according to different categorisation filters applied
- ToC printed on A3 colour, enough copies for all participants
- Markers, cards, scissors, stickers

The script has no time allocation as this will depend on the number of participants and number of outcomes - amongst other things. It is safe to dedicate 1 day to this sense-making workshop.

Topic	Method details	preparation
Introduction	<p>Objectives of this workshop:</p> <ol style="list-style-type: none"> 1. Facilitate reflection by the WP on the harvested outcomes (“sense-making”) 2. Based on this, review the WP ToC diagram and causal assumptions <p>Explain categorisation of the harvested outcomes:</p> <ol style="list-style-type: none"> 1. ToC element: <ol style="list-style-type: none"> 1. Data for evidence 2. Social Inclusion 3. Coordination, collaboration 4. WASH/IWRM integration 5. Accountability 6. Budget 2. Type of actor that changed: <ol style="list-style-type: none"> 1. National government 2. Local government 3. CSO 4. Other actor 3. Type of Watershed activity (contribution): 	<p>Flipchart with objectives of the session, and space for more objectives to be added as needed.</p> <p>Flipchart with the categories for the harvested outcomes (acc. to ToC element; type of actor; Watershed activity)</p> <p>Several printouts of the outcome</p>

1. Training and capacity development
2. L&A
3. Knowledge management

The model underlying the sessions is the Experiential Learning Cycle of Kolb, or the “What? So what? Now what?” model. This table shows which exercise corresponds to which of the questions, for which of the analysis-categories:

Question	ToC element	Type of actor that changed	Type of Watershed activity (contribution)
	1 2 3 4 5 6	1 2 3 4	1 2 3
What do we observe?	Exercise 1	Exercise 3	Exercise 5
So what does that mean? Why is this the case?	Exercise 2	Exercise 4	Exercise 6
Now what?	step 6. Adapt the ToC where necessary & step 7. Draft the WP Annual Plan		

In the script below, we describe the 6 exercises separately. Based on the results of your analysis of harvested outcomes, you can decide which exercises are most important to do. You may also want to combine exercises, for example exercise 1 and 3 or exercise 2 and 4.

database according to different categorisation filters applied.

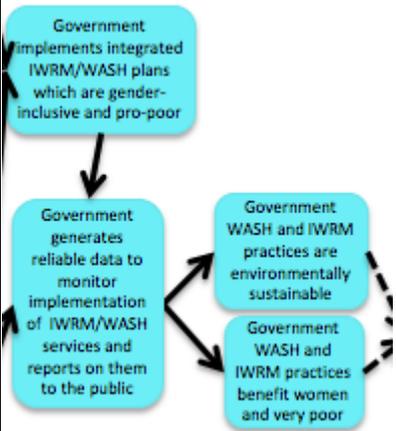
**Exercise 1:
Harvested outcomes per ToC element - WHAT do we observe?**

- Explain exercise: we are going to look at all the finalised harvested outcomes, per ToC element and relate that to the ToC. This is a factual exercise, specifically:
- Firstly, form 6 small groups, each group will be assigned one element from the ToC (listed below). Hand out the printed harvested outcomes, so that each group gets outcomes from several partners, but from just one ToC element:
 1. Data for Evidence
 2. Social Inclusion
 3. WASH / IWRM integration

Print all categorised harvested outcomes, per ToC element (D4E, social inclusion, IWRM/WASH,

	<ul style="list-style-type: none"> 4. Coordination & collaboration 5. Accountability 6. Budget <ul style="list-style-type: none"> ● Hand out one colour cards and markers per small group (one colour per group/ToC element) ● In small groups, take 15-mins to read the harvested outcomes of the assigned ToC element and: <ul style="list-style-type: none"> 1. Observe; what do you see; surprises (or the lack of), commonalities/differences, common threads, things that you are missing? 2. Write these down onto small cards, one per card (colour coded - 1 colour per ToC element) 3. Each individual/small group presents findings back to the group (20-mins) ● Facilitator takes notes on flipchart and/or clusters cards on wall ● Collectively, do we see any patterns? Insights, surprises, things that jump out (10-mins) <p><i>For example, when the PWG did this exercise in March 2019, they observed a lack of scaling up (outcomes were mainly at local level, not national level; no systemic change could be observed as of yet)</i></p>	<p>...) on separate A4 per ToC element.</p> <p>Flipchart, cards, markers, tape...</p>
<p>Exercise 2 Harvested outcomes per ToC element “So what does this mean & why did this happen”</p>	<ul style="list-style-type: none"> ● It is important to make this a separate exercise, as here, the core reflection will take place. As a facilitator, be mindful to stop discussions about what to do next. You can choose whether to hold this reflection in the same subgroups/individuals per ToC element or do this jointly in a plenary session. ● Looking at the observations made in the previous exercise, discuss what can we learn from this? This is an <u>exercise in which we make judgements</u>, interpretations, where we give an opinion. For example: <ul style="list-style-type: none"> ○ Why did this happen / why is this the case? ○ What makes you happy; what makes you worry? ○ What does it mean for (not) achieving our objectives? ● Write these on the cards (same colour coding as exercise 1) 	<p>Flipchart, cards, markers, tape...</p>

	<ul style="list-style-type: none"> • Present the cards to the full group • Collectively reflect: do we see patterns, insights, surprises? <p><i>E.g. in the PWG March 2019 workshop, we posed the questions: why are there no signs of systemic change happening? How can we explain that the scale of outcomes is small despite scaling up (systemic change) being a crucial element of our ToC (because we aim at sustainable WASH for all)?</i></p>	
<p>Exercise 3: What progress do we observe towards influencing other actors</p>	<ul style="list-style-type: none"> • Explain exercise (10-mins): In the WP ToC, towards the end of the pathways, we aim to influence governments as well as civil society actors. This exercise looks at the harvested outcomes per actor type and relates this to what we aimed to change in these actors, as defined in the ToC. The changes we intend to see towards the end of the programme are found at the right-hand side of the ToC diagram, for example at Watershed Programme level: <ul style="list-style-type: none"> ○ The furthest away / most advanced <i>intended</i> outcome about CSOs is: <div data-bbox="436 718 728 869" style="border: 1px solid black; background-color: #e0f0ff; padding: 5px; margin: 5px 0;"> <p>Representative CSOs engage in effective lobbying & advocacy to government / hold service providers accountable for sustainable WASH for all</p> </div> <p><i>Representative CSOs engage in effective lobbying & advocacy to government / hold service providers accountable for sustainable WASH for all</i></p> • The furthest away <i>intended</i> outcomes about the government are four very interlinked outcomes about government practice: 	<p>One set of printed harvested outcomes filtered for each actor type in your outcome harvesting database, one per group</p> <p>Markers, cards, tape, flipchart...</p>

	 <p><i>Government implements integrated IWRM/WASH plans which are gender-inclusive and pro-poor</i></p> <p><i>Government generates reliable data to monitor implementation of IWRM/WASH services and reports on them to the public</i></p> <p><i>Government WASH and IWRM practices are environmentally sustainable</i></p> <p><i>Government WASH and IWRM practices benefit women and very poor</i></p> <p><i>Government generates reliable data to monitor implementation of IWRM/WASH services and reports on them to the public</i></p> <p><i>Government WASH and IWRM practices are environmentally sustainable</i></p> <p><i>Government WASH and IWRM practices benefit women and very poor</i></p> <ul style="list-style-type: none"> ● Divide the group into subgroups, one subgroup for each actor type in your harvested outcomes database. At least two subgroups for government and CSO, but possibly other subgroups to work on local government, national governments, citizens, etc. ● Hand out one set of harvested outcomes for each actor type to each group. <ul style="list-style-type: none"> ○ What do you observe, what do you see? Look for surprises (or the lack of), commonalities/differences, 'red threads', things that you miss. ○ Write these down onto the cards, one observation per card (colour coded - one colour per actor type) ○ Each group presents findings back to the group (20-mins) ● Facilitator takes notes on flipchart and/or clusters cards on the wall ● Collectively, do we see any patterns? Insights, surprises, things that jump out (10-mins) 	
<p>Exercise 4: Influencing other Actors - so what does that mean? Why did this</p>	<ul style="list-style-type: none"> ● In same subgroups as exercise 3: Now that we know what the main actors (CSOs, government, possibly others) we aimed to influence are actually doing differently, discuss what can we learn from this? This is an <u>exercise in which we make judgements</u>, where we give an opinion. For example: <ul style="list-style-type: none"> ○ Do we understand why this happened / why is this the case? ○ Why is this important? 	<p>Flipchart, cards, markers, tape...</p>

<p>happen?</p>	<ul style="list-style-type: none"> ○ What does it mean for (not) achieving our objectives? ● Also, look at the intended outcome(s) in the ToC and answer: (15-mins) <ul style="list-style-type: none"> ○ what makes you happy? ○ what worries you? ● Write your insights onto the cards (same colour coding as exercise one) ● Present the cards to the full group ● Collectively reflect: do we see patterns, insights, surprises? ● Present findings to the full group (15-mins) ● Facilitator takes notes on flipchart and clusters cards on the wall. 	
<p>Exercise 5: Type of activity (contribution) - what do we observe?</p>	<ul style="list-style-type: none"> ● This exercise looks at the Watershed contributions to the harvested outcomes and relates it to the three Watershed activity-types (lobby & advocacy; capacity development; knowledge). ● Now divide the group into three sub-groups, one per type of Watershed activity ● Hand out cards and markers per small group (one colour per group) ● In small groups, take 15-mins to read how we contributed to the harvested outcomes and: <ol style="list-style-type: none"> 1. Observe, what do you see; surprises (or the lack of), commonalities/differences 'red threads', things that you miss? 2. Write these down onto the cards, one per card 3. Each individual/small group presents findings back to the group (20-mins) ● Facilitator takes notes on flipchart and/or clusters cards on the wall ● Collectively, do we see any patterns? Insights, surprises, things that jump out (10-mins) 	<p>3x sets of printed harvested outcomes filtered for each Watershed-activity-type.</p> <p>Markers, cards, tape, flipchart...</p>
<p>Exercise 6: Type of activity (Watershed contribution) - so what does that mean?</p>	<ul style="list-style-type: none"> ● Stay in the same subgroups as exercise five5: Now that we know what Watershed actually did that led to changes in behaviour in other actors, discuss what can we learn from this? This is an <u>exercise in which we make judgements</u>, where we give an opinion. For example: <ul style="list-style-type: none"> ○ Do we understand why this happened / why is this the case? ○ Why is this important? ○ What does it mean for the effectiveness of our strategies What do we need 	<p>Flipchart, cards, markers, tape...</p>

to do differently, stop doing, start doing?

- Write your insights onto the cards (same colour coding as exercise one)
- Present the cards to the full group
- Collectively reflect: do we see patterns, insights, surprises?
- Present findings to the full group (15-mins)
- Facilitator takes notes on flipchart and clusters cards on the wall.