# Formulating SMART Outcomes in Outcome Harvesting

Outcome Harvesting is especially appropriate in situations where at the moment of planning, there was considerable uncertainty about causes and effects, and then during implementation, substantial change in what was foreseen. Consequently, while the approach does not require pre-defined SMART objectives and indicators as does conventional monitoring and evaluation. Nonetheless, once outcomes materialise, Outcome Harvesting rigorously registers them as SMART results.

| Predefined objectives and indicators | | Actually achieved outcomes |
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| **BOND**[1] | **GEF**[2] | **Outcome Harvesting** |
| **S**pecific: Reflect what the project intends to change. | **Specific.** The system captures the essence of the desired result by clearly and directly relating to the achievement of an objective and only that objective. | **Specific**: The outcome is formulated in sufficient detail so that the primary intended user without specialised subject or contextual knowledge will be able to understand and appreciate what changed. Who changed what, when and where? |
| **M**easurable: Must be precisely defined; measurement and interpretation is unambiguous. Provide objective data, independent of who is collecting data. Comparable across projects allowing changes to be compared. | **b. Measurable.** The monitoring system and indicators are unambiguously specified so that all parties agree on what they cover and there are practical ways to measure them. | **Measurable**: The description of the outcome provides objective, verifiable quantitative and qualitative information, independent of who is collecting data. How much? How many? When and where did the change happen? |
| **A**ttainable: Achievable by the project and sensitive to change. | **c. Achievable and Attributable.** The system identifies what changes are anticipated as a result of the intervention and whether the results are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention. | **Achieved (**by you while not attributable to you): There is a plausible relationship, a logical link between the outcome and what you did that contributed to it. Who did what that wholly but probably partially, indirectly or indirectly, intentionally or unexpectedly contributed? What may be seen by others as 'anecdotal' becomes critical data because of the source's value. |
| **R**elevant: Feasible time and money to collect data using chosen indicators. Relevant to the project in question. Result represents a milestone in the results chain. | **d. Relevant and Realistic.** The system establishes levels of performance that are likely to be achieved in a practical manner and that reflect the expectations of stakeholders. | **Relevant**: The outcome represents a significant step towards the impact that you seek. The person(s) who identify and formulate the outcome and your contribution must be well placed to assess both. They should have a special position or experience that gives them the requisite knowledge to describe the outcome and how you contributed. Thus, what may be seen as 'anecdotal' |

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[1] *BOND Guidance Notes Series 4.3* http://www.world-federation.org/NR/rdonlyres/E67AB596-48E3-4EC2-AE5A-EE5090BB757B/0/NGO_11_BONDMonitoringEvaluation.pdf
[2] Extracted from The GEF Monitoring and Evaluation Policy 2010
http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf

| | | becomes critical data because of the informant(s)'s value. |
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| **T**imebound: Describes when a certain change is expected. | **e. Time-Bound, Timely, Trackable, and Targeted.** The system allows progress to be tracked in a cost-effective manner at the desired frequency for a set period, with clear identification of the particular stakeholder group(s) to be affected by the project or program. | **Time-bound:** The outcome occurred within the time period being monitored or evaluated, although your contribution may have been months or even years before. |