

Outcome Harvesting and working with a Theory of Change—experiences in Mali and India



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Watershed is a partnership of 4 Netherlands-based NGOs that started in 2016, working together in 6 countries and internationally, towards universal access to water and sanitation, funded by the Dutch government “Dialogue and Dissent’ program. The partnership, and their locally contracted civil society organisations, mainly works to develop capacity of civil society to lobby and advocate for water security. As the Outcome Harvesting pilot took root in all countries, the annual, outcome-focused theory of change review process got enriched with the harvested outcomes.

- WEBINARS -

Outcome Harvesting



Moderators: Carmen Wilson-Grau, Goele Scheers and
Conny Hoitink - *OH Community Facilitators*



<https://outcomeharvesting.net/>



facilitators@outcomeharvesting.net

Watershed 2016-2020



Strengthen the ability of civil society to advocate

Integrate ecologically sustainable water management with water, sanitation and hygiene (WASH)

Funded by Dutch Government

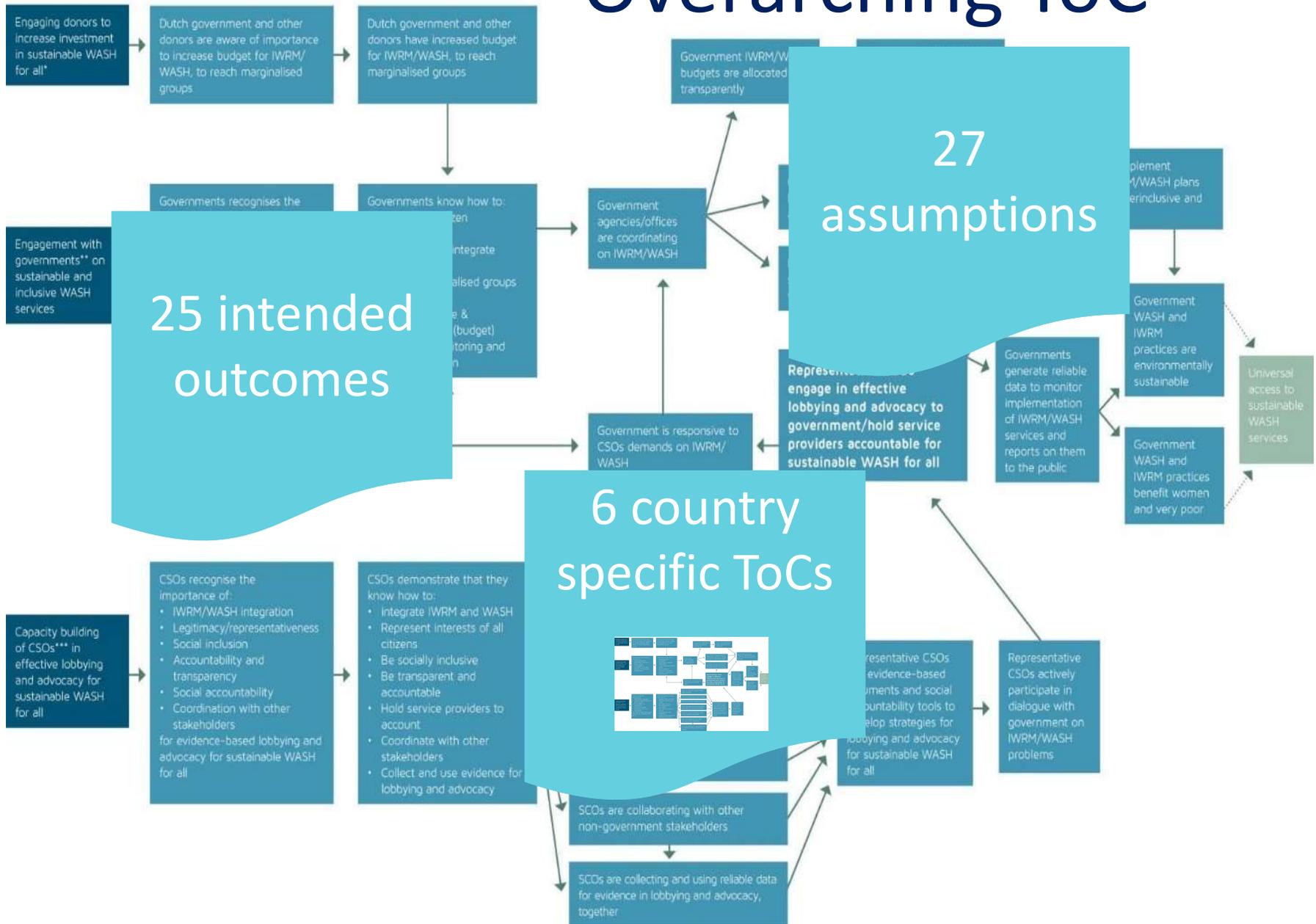
To strengthen civil society capacity to lobby & advocate

→ *ToC required*

→ *Outcome Harvesting encouraged*



Overarching ToC



Outcome Harvesting

Monitoring & Evaluation

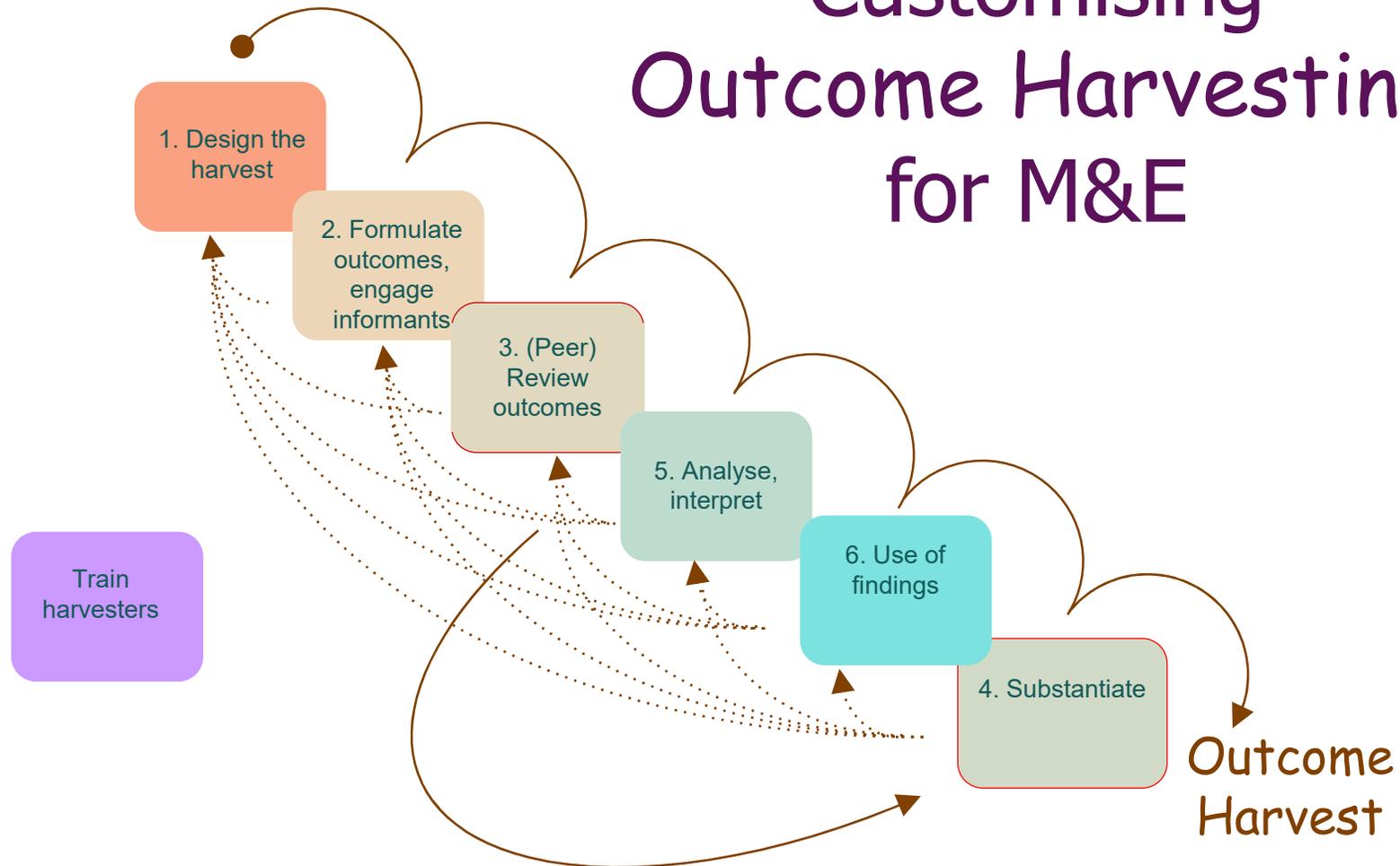
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Periodic and systematic collection of data

AND

Interpretation of data for **learning and timely decision-making** to improve performance and be accountable.

Customising Outcome Harvesting for M&E



Categorisation based on ToC

300+ Outcomes, all countries/regions

4 actor types

national government
local government
CSO
other actor

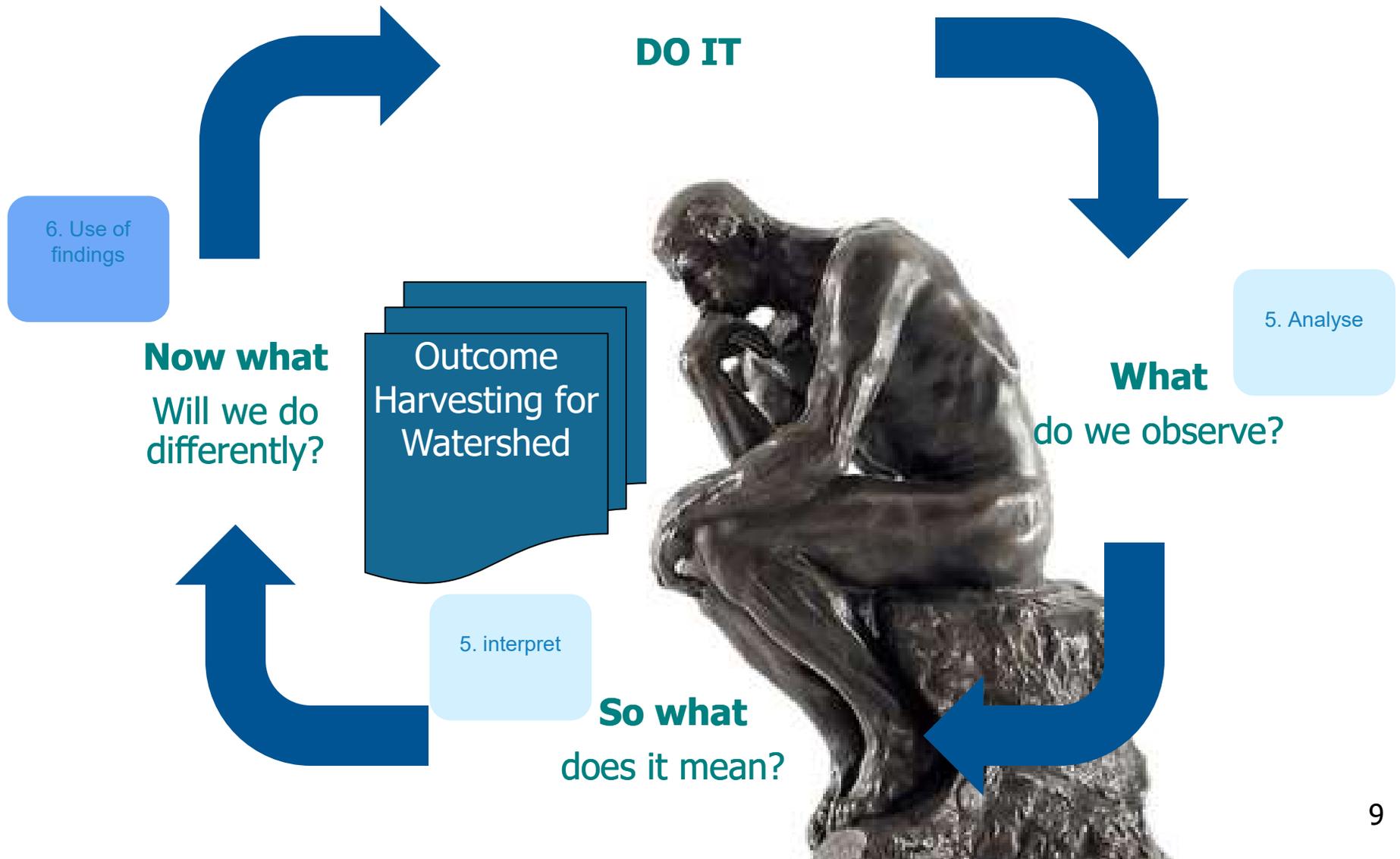
6 elements

Use of reliable evidence
Social Inclusion
Coordination, collaboration
WASH/IWRM integration
Accountability
(Budget) transparency

3 contribution types

Training, capacity development
Lobbying & advocating
Knowledge management

Sensemaking: Experiential learning cycle

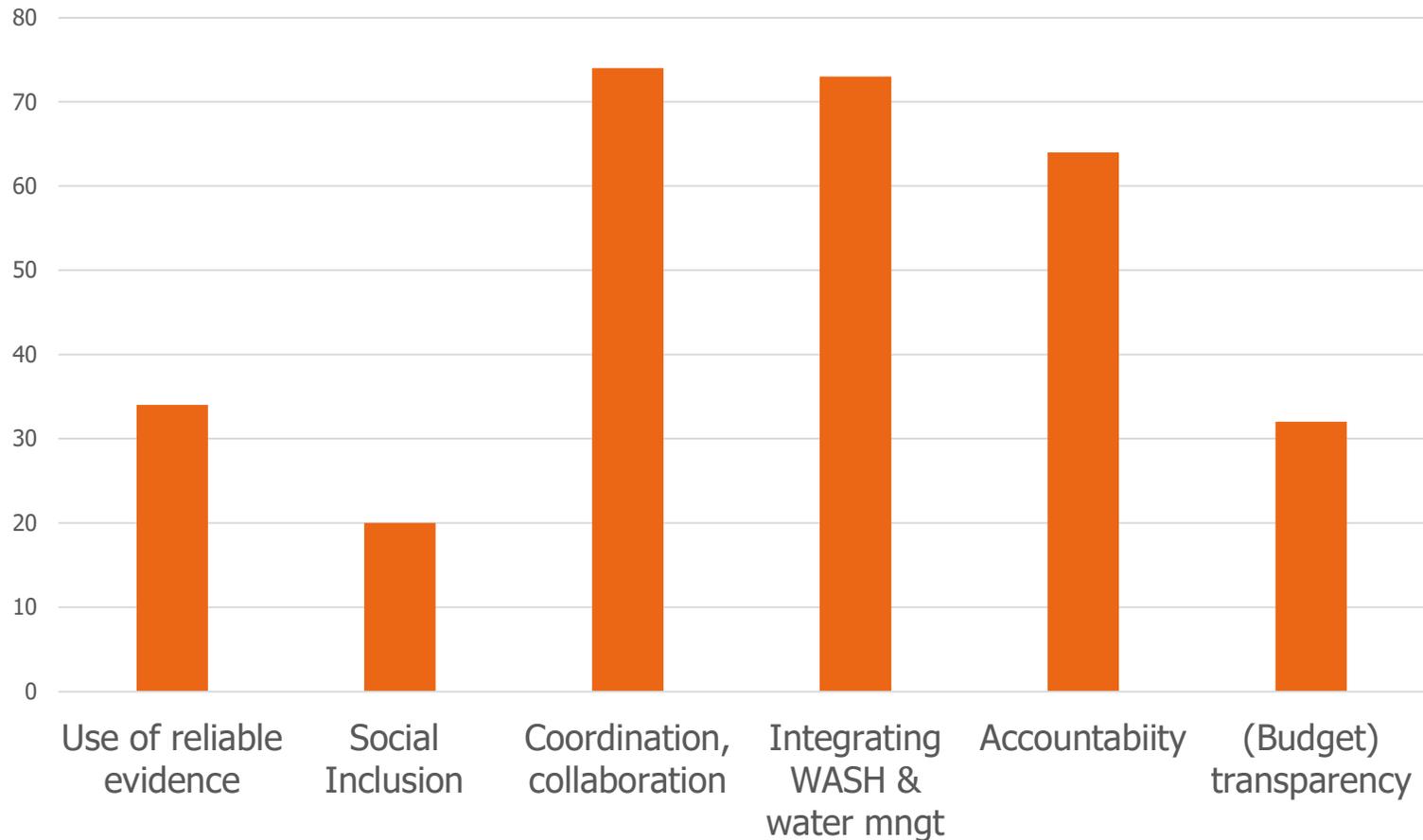


What
do we
observe?

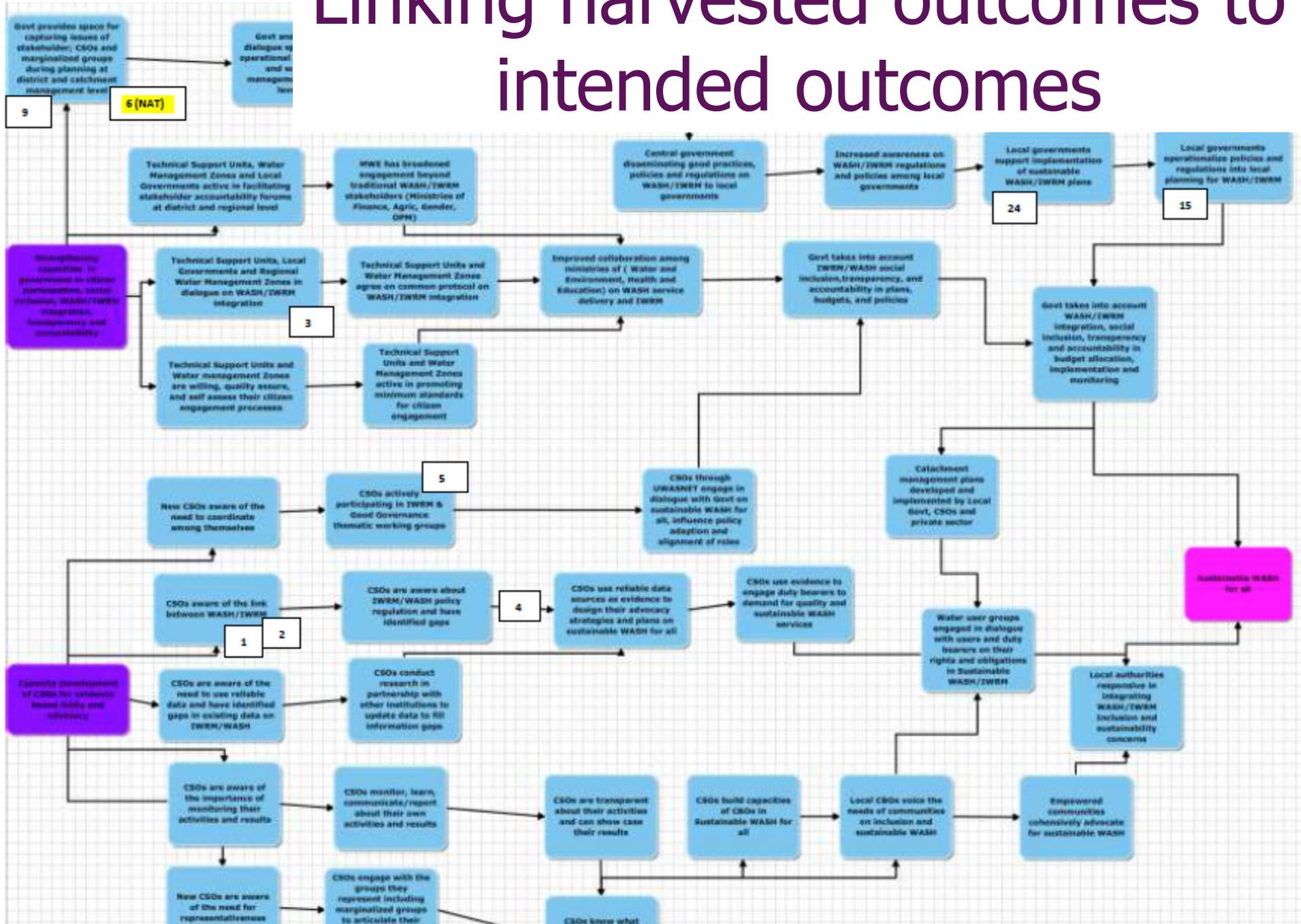
5.
Analyse



Outcomes per ToC element (all countries 2017-2019)



Linking harvested outcomes to intended outcomes



So what

does it
mean?

5.
interpret

What makes you happy?
what makes you worry?
What surprises you?

Why did this happen?

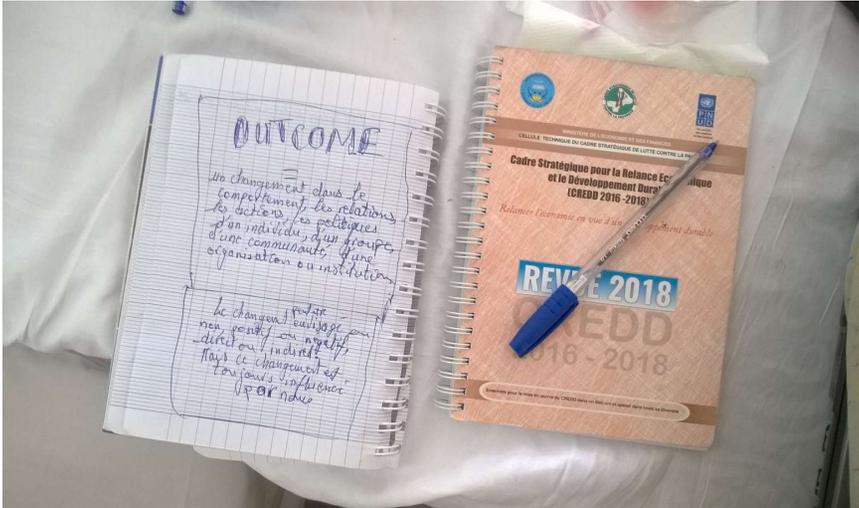
What does it mean for (not)
achieving the objectives?

What does it mean for the
effectiveness of our
strategies?



6. Use findings

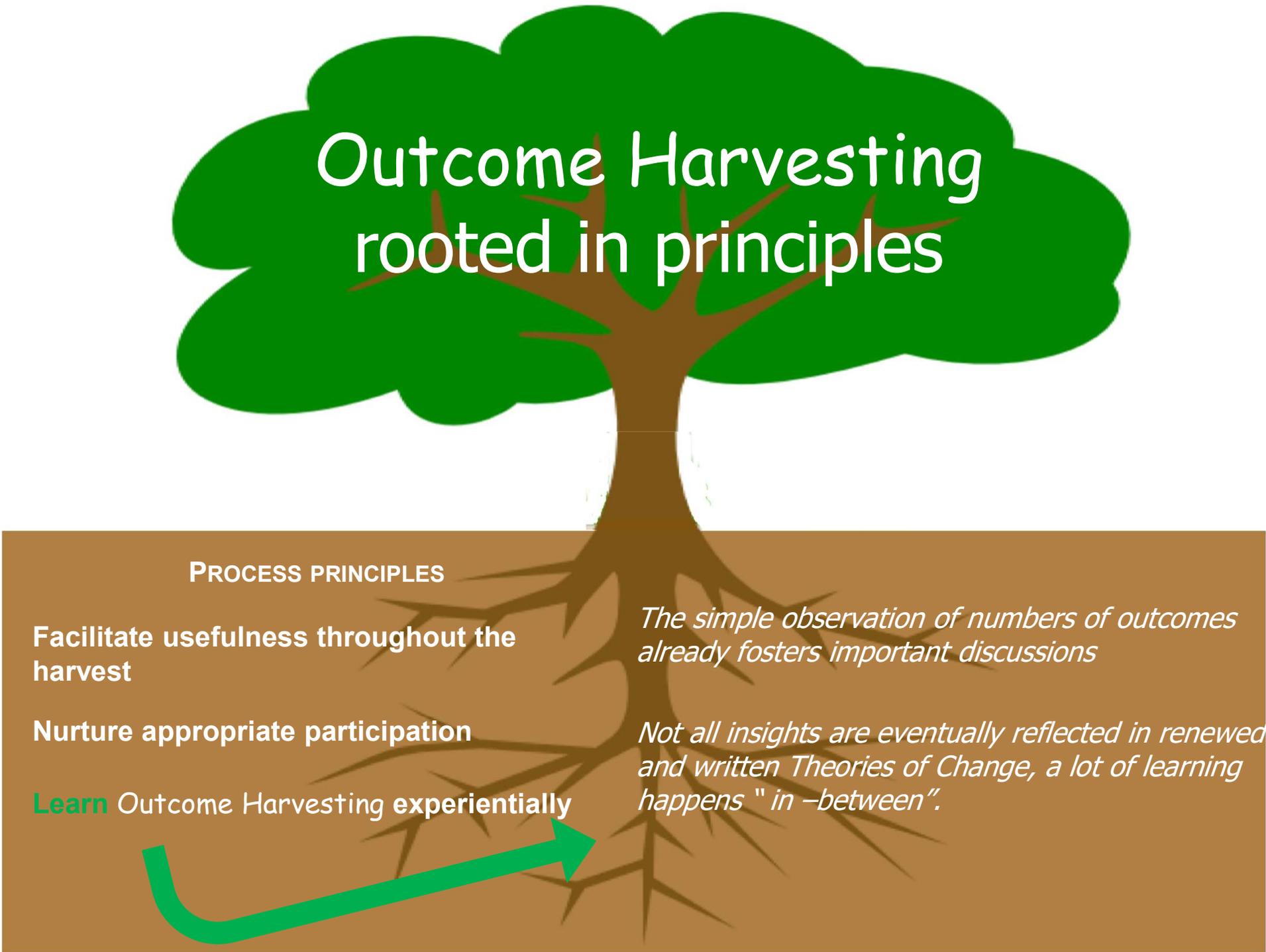
Now what
Will we do differently?



Adapt the ToC: changes in targeted actors and stakeholders for collaboration

Prepare annual plan: activities

Outcome Harvesting rooted in principles



PROCESS PRINCIPLES

Facilitate usefulness throughout the harvest

The simple observation of numbers of outcomes already fosters important discussions

Nurture appropriate participation

Not all insights are eventually reflected in renewed and written Theories of Change, a lot of learning happens "in-between".

Learn Outcome Harvesting experientially



Watershed Mali– Sharing Outcome

Harvesting experiences

- All partners are feeling good that changes are happening. We were working so hard but couldn't see the changes!
- Easy monitoring of change within our own organizations

Catching an unexpected outcome

Outcome

From 2017 until mid-2019, 2 new donors have funded CNCIEPA and 4 other donors are negotiating a contract with CNCIEPA. The total budget of CNCIEPA increased from Euro 90K in 2017 to 150K in 2019.

Significance

This demonstrates a recognition by donors of the relevance of CN-CIEPA activities in lobby and even more in coordinating a strong water & sanitation network. It also carries the possibility of new partnerships at local and global level.

contribution

Since 2017, CN-CIEPA ensured national TV coverage of their advocacy activities. They also created the ACEA network in several regions, participated in stakeholders consultations, organized training on public procurement procedures. In Dec 2018 they received the nomination as focal point of SWA in Mali.



Wetlands
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akvo.org
See it happen



Ministerie van Buitenlandse Zaken

Planning next year – key outcome in line with the ToC

Harvested outcome

- On May 15, 2019, the Minister of Environment, Sanitation and Sustainability decided to ban dredging along the entire Niger River in Mali for a year, following a ministerial decree.

ToC element

Outcome demonstrates progress to ToC:

- WASH / water management linkages
- Water resource protection as the Niger is THE lifeline for the entire country.

Next year's activity

- Setting up citizens watch committees that will collect data on the implementation of decree



Planning next year – realising deviations from the ToC

Harvested outcome

- No changes among Mopti or Segou decision makers is visible.
- Only 1 outcome demonstrating social inclusion of marginalized people.

Intended outcome

Local and regional Council members in Mopti ensure budget for garbage disposal.

ToC element

We have been overambitious!

Intended outcome

The mayors of Niono and Macina install a mechanism for regular water quality monitoring.

Next year's activity

In our last year 2020, focus on consolidating our outcomes by further influencing the national government only.

Reflections

OH enables to see **our own contribution** to the change and **how significant** that change can be, but we did not capture what other actors are contributing to the change.

In order to **create more synergies** and work towards bigger, more sustainable change, **"other actor contributions"** would be good to add to the outcome statement.

WHAT WORKED?

OH Experiences from India

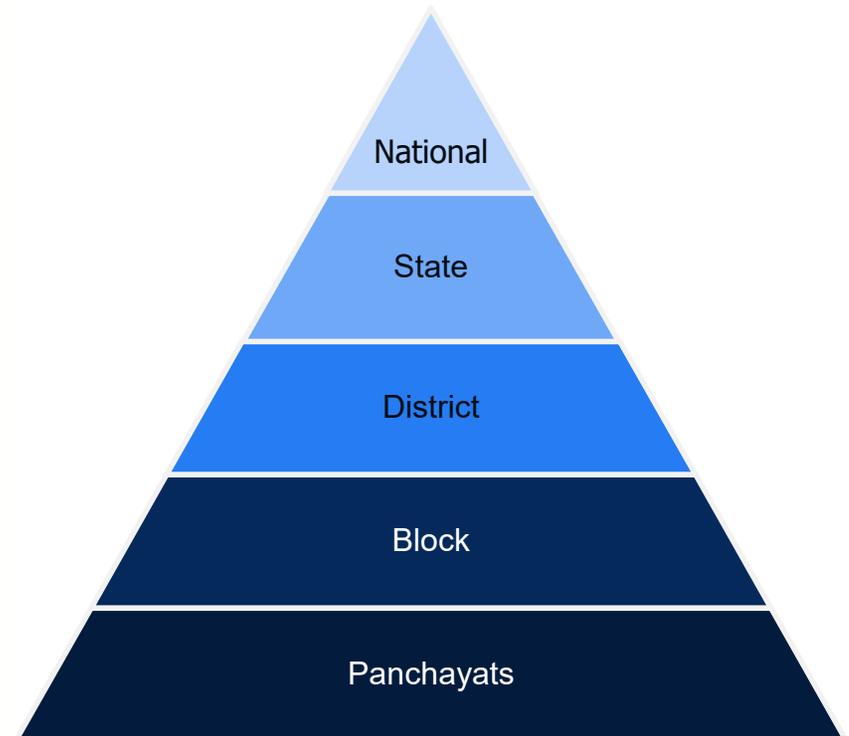
- Regular process of reflection to capture changes - directly or indirectly
 - ✓ Started in 2018
 - ✓ Have over 50 outcomes



Watershed
empowering citizens

OH Experiences from India

EQUALITY OF INPUTS: process involves and gives importance to inputs of all team members



COURSE CHECK/CORRECT: reflect of other elements we have probably not considered in the programme



Outcome

In April'19, Ms. Keshar Bano, Ward Member of W.N., 4 Village Saidpur Jahid (Gram Panchayat Bhagwanpur Kamla, Ujiyarpur Block, Samastipur District, Bihar) sought the list of beneficiaries/recipients of the Rs.12,000 subsidy under the Swachh Bharat Mission in her ward from the Block Coordinator, DWSC to check for any duplication in subsidy payments.

Significance

This was the first time in this area that a community member claimed the space and exercised her right to public information to ensure transparency in the subsidy list

Contribution

Orientation workshop on Planning and Budgets in July 2018 by Watershed provided information about institutions, relevant officials, etc. Regular meetings were held by Nidan during 2018 -2019 on WASH schemes and budgets with ward members

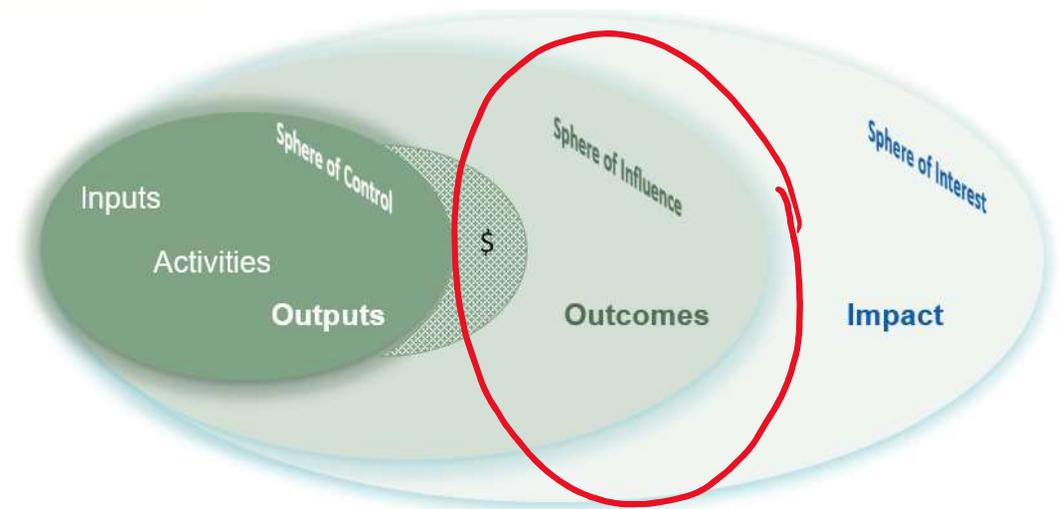
Capturing smaller
changes in actors,
helped capturing
progress



LESSONS LEARNED

Experiences from India

- Team needs an orientation and practice to think away from outputs to outcomes,



LESSONS LEARNED

Experiences from India

- Capturing negative outcomes requires the harvester to constantly reinforce that it is a learning and not a negative assessment of performance



LESSONS LEARNED

Experiences from India

- Formulating OH statement can be tricky – needs focus on details of the change (when, where, what, who), capturing the change from point A to point B in the statement itself,

- OUTCOME = **CHANGE** e.g. an observable change in 'rigid' mindset
- Quantified where it makes sense
- **Starts with the ACTOR** (and worry about details later)
- **Can be small** ("smile in the dark")
- **VERIFIABLE**
- Captures **SUSTAINABILITY**
- **Self-explanatory**, credible
- Mention the **source**

TO CONSIDER

Experiences from India

- Govt officials are transferred regularly, this may be pose to be an obstacle when we reach the stage of substantiation



THANK YOU VERY MUCH !



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- OH COMMUNITY WEBINAR -
**Using Podio as a database and app for Outcome
Harvesting**
2 April 2020



Presenters:

Helene Bach, ActionAid Denmark

Tea Meineche, ActionAid Denmark

Goele Scheers, Independent consultant and OH Community
Facilitator