



Outcome Harvesting Nitty-Gritty

Promise and Pitfalls of Participatory Design

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AEA, Atlanta, 29 October 2016

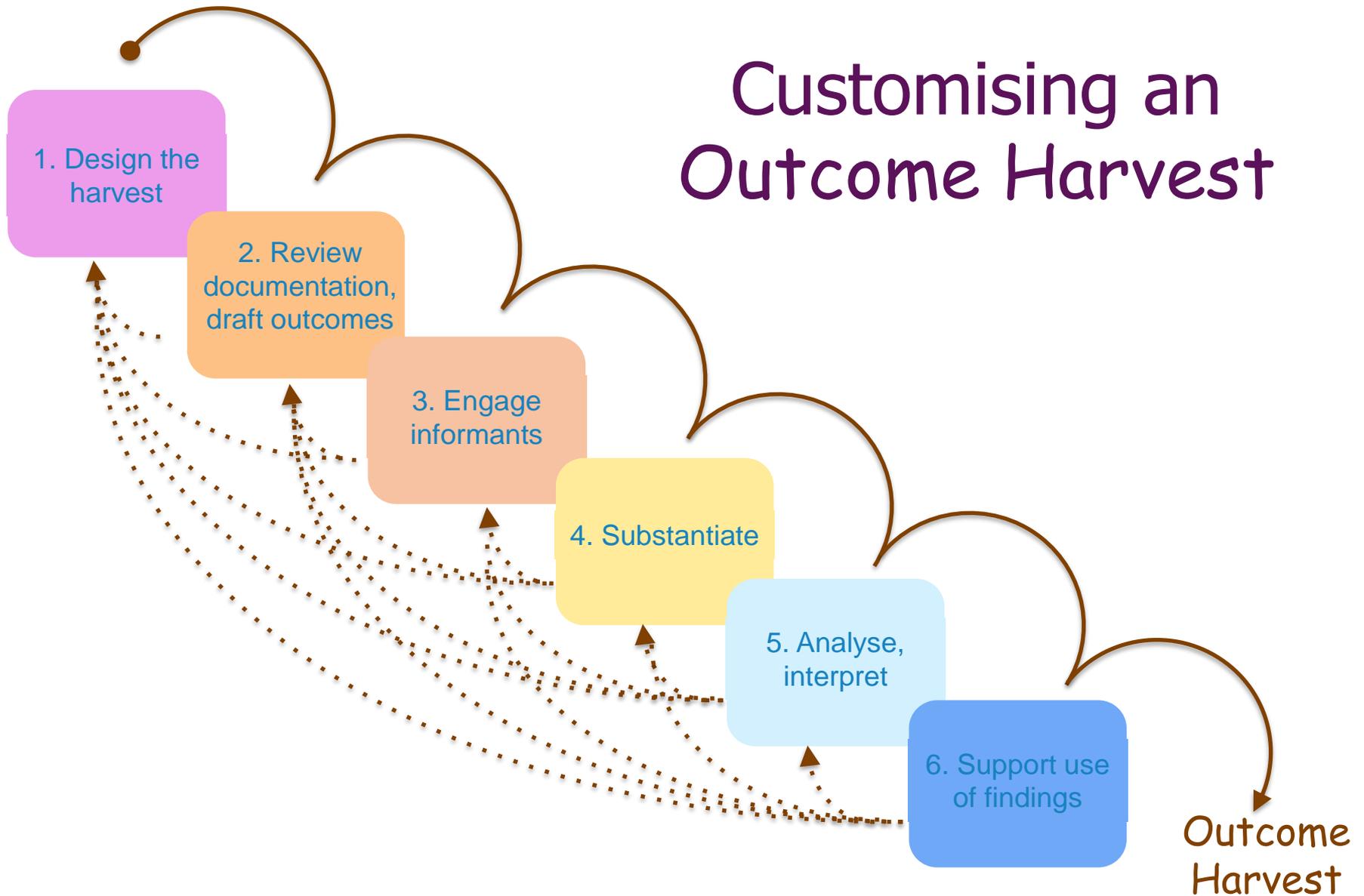
Why we're here?

What we're going to talk about

Purpose: Share practical experiences in negotiating the use of Outcome Harvesting in evaluations.

Content: Recommendations for resolving common challenges in commissioning and managing successful OH evaluations.

Customising an Outcome Harvest





Plan and manage an evaluation

A. Decide how decisions about the evaluation will be made

B. Scope the evaluation

C. Develop the Terms of Reference (ToR)

D. Engage the evaluation team

E. Manage development of the evaluation methodology

F. Manage development of the evaluation work plan including logistics

G. Manage implementation of the evaluation

H. Guide production of quality report(s)

I. Disseminate reports and support use of evaluation

Commissioner

A. Decide how decisions about the evaluation will be made

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C. Develop the Terms of Reference (ToR)

D. Engage the evaluation team

E. Manage development of the evaluation methodology

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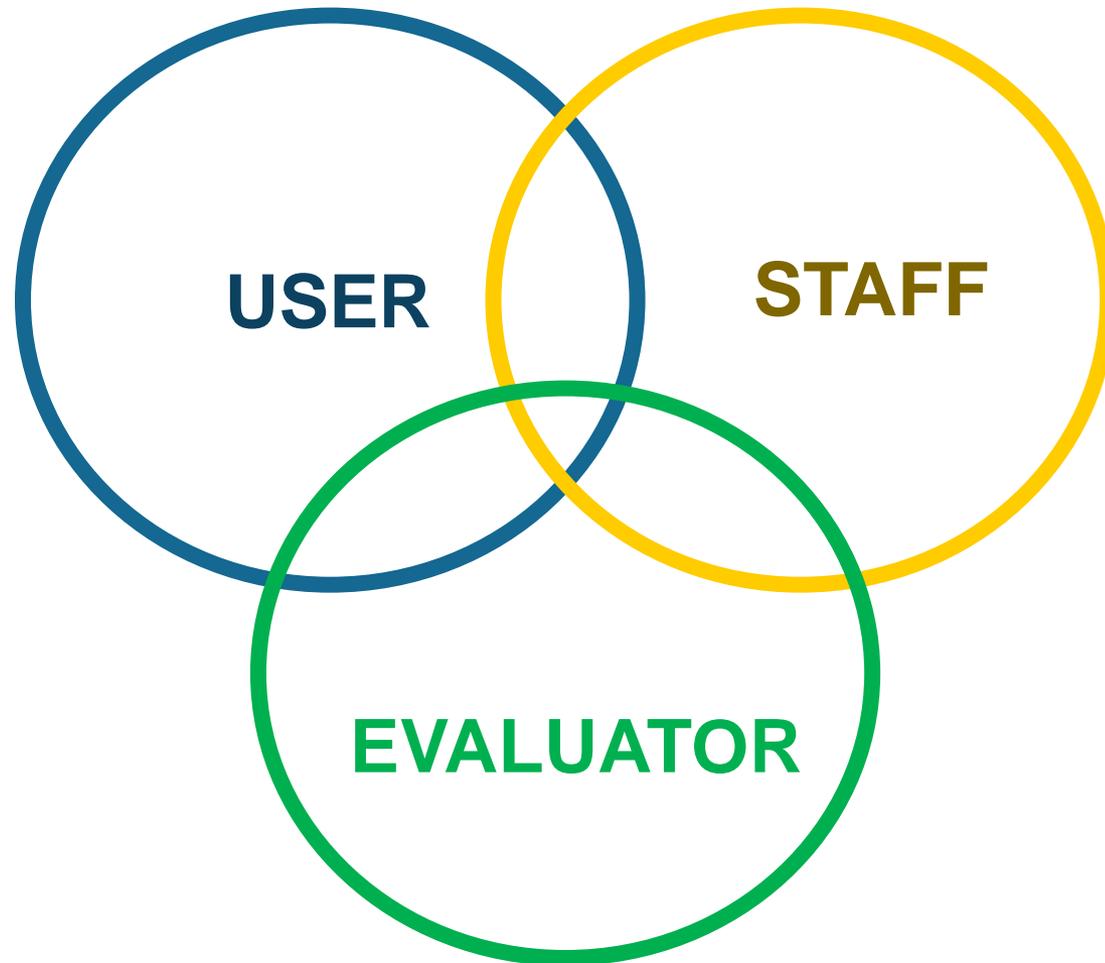
Commissioner Characteristics

- ✓ Large governmental donor
- ✓ External evaluations
- ✓ Multi-component, multi-site projects, often implemented by multiple entities
- ✓ Contract from pre-qualified pool of evaluation providers or a single evaluation provider

Commissioners



Utilization-focused and participatory



A. Decide how decisions about the evaluation will be made

B. Scope the evaluation

C. Develop the Terms of Reference (ToR)

Dilemma

Donor regulations exclude **external evaluators** from phases A, B and C.

Commissioners are concerned that involvement compromises independence; thus role of **primary intended users** is minimized after the evaluation is contracted.

Resolution

Postpone key design decisions until after the **evaluator** is contracted.

Set up evaluation governance to facilitate ongoing participation of **primary intended users**

A. Decide how decisions about the evaluation will be made

Dilemma

In **large scale** programmes with many **stakeholders** –

- It can be challenging to identify the primary intended users.
- Evaluation managers and primary intended users are often different individuals.
- Commissioner staff turnover may also disrupt the evaluation

Resolution

Establish an **evaluation steering committee** that includes the evaluation manager and representatives of each of the primary intended users.

B. Scope the evaluation

Dilemma

Defining **what will be in and what will be out** of the evaluation can be challenging when evaluating a large multi-component, multi-country, multi-partner program.

Resolution

Make the boundary **decisions based on intended uses**. Ensure the primary intended users are those that have the authority to take decisions based on evaluation findings.

B. Scope the evaluation

Dilemma

Is OH the **right method** for my evaluation?

Identifying mismatches between evaluations and OH.

Resolution

Define evaluation questions rather than **specify** methods.

Develop **useful evaluation questions:** based on intended users and uses.

Evaluator will propose method when responding to TOR.

C. Develop the Terms of Reference (ToR)

Dilemma

When contracting external evaluations, commissioners do not set aside time and resources for **primary user engagement throughout.**

Resolution

Set aside **time and resources in the budget and TOR** for an in-person design workshop to start the evaluation and opportunities for consultation as decision points emerge.

C. Develop the Terms of Reference (ToR)

Dilemma

Some commissioners contract from a **pre-qualified pool of evaluators**, who may not be experienced or open to using new approaches, such as OH.

Resolution

Specify OH experience in pre-qualifying criteria.

Pair evaluators with little/no OH experience with experienced coach.

Invest in **capacity building** initiatives to develop 2nd generation practitioners.

D. Engage the evaluation team

Dilemma

Because of the limited number of OH experts, competitive procurement often fails to locate the **right person** to contract.

Resolution

Allow **sufficient time** (months not weeks) to locate available OH experts
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D. Engage the evaluation team

Dilemma

Commissioners award **contracts based on proposal characteristics** rather than qualifications of evaluators.

Resolution

Award contracts to evaluators who can work closely with primary intended users. Interview evaluator's references.

Commissioner

A. Decide how decisions about the evaluation will be made

B. Scope the evaluation

C. Develop the Terms of Reference (ToR)

D. Engage the evaluation team

Evaluator

E. Manage development of the evaluation methodology

F. Manage development of the evaluation work plan including logistics

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Dilemma

Outcome Harvesting's utilization focus requires that primary intended **users participate** in decision-making **throughout** the harvest.

Resolution

Evaluator assumes responsibility of **convening users** to participate in decision-making throughout the harvest, beginning with the design workshop.

E. Manage development of the evaluation methodology

F. Manage development of the evaluation work plan including logistics

Dilemma

Outcome Harvesting requires an **unconventional role for the evaluator** in collection of data (steps 2 and 3): more facilitator than external expert making judgements

Resolution

Evaluator works with **managers** so they can understand and **champion** the evaluator's unconventional role in order to overcome resistance

E. Manage development of the evaluation methodology

F. Manage development of the evaluation work plan including logistics

Dilemma

Outcome Harvesting does not set out to evaluate **predefined, planned activities and outcomes.**

Resolution

Bring in original plans (logframe, theory of change or logic model) **when analyzing and interpreting** the outcomes actually achieved (step 5)

E. Manage development of the evaluation methodology

F. Manage development of the evaluation work plan including logistics

Dilemma

Most knowledgeable and motivated informants are **project staff** who must **dedicate considerable time** to engaging with the harvest.

Resolution

Assure the **plan** provides for the intervention's staff to invest **flexibly** hours and even days of their clock time over 1-3 months of calendar time.

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Outcome

Understanding social change results in complex circumstances

Harvesting

Questions?

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