

OUTCOME HARVESTING

FOR MONITORING RESULTS IN INFLUENCING

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POVERTY/INJUSTICE & INFLUENCING



- Oxfam seeks to improve the lives of men and women living in poverty
- Oxfam understanding: inequality, poverty and suffering are *rooted* in unequal power relations, which are *reproduced* in policies, practices and beliefs.

- Policies and practices of duty bearers affect the lives of millions of people in developing countries.
- Oxfam challenges unequal power relations by influencing such duty bearers towards improved policies and towards accountability for the implementation of these policies.
- Also by promoting innovative and scalable solutions, based on evidence that is derived from our programs.

DEFINING INFLUENCING

“Influencing means the systematic efforts to change power relationships, attitudes, and beliefs, and the formulation and implementation of official policies, laws/regulations, budgets, and company policies and practices, in ways that promote more just societies without poverty.”



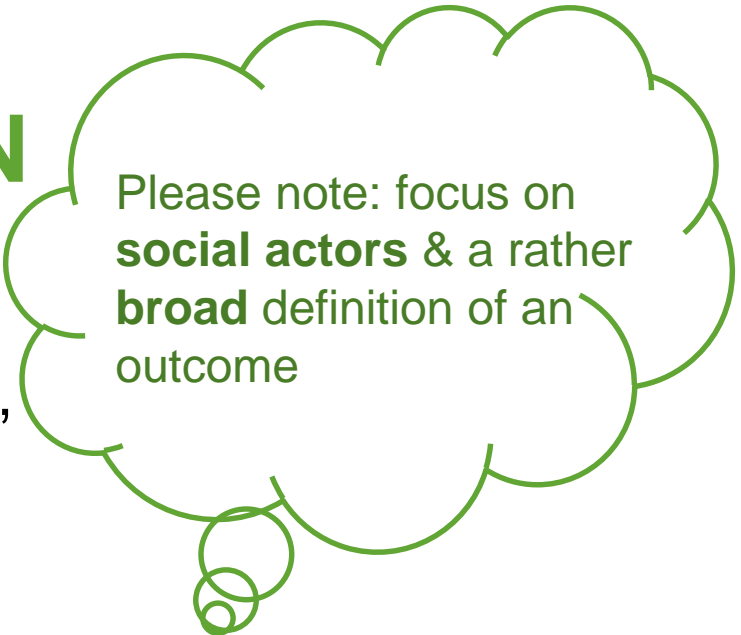
Examples of influencing:

- Inside track: lobby, advising,
- Outside track: advocacy, activism

OUTCOME DEFINITION

Oxfam Novib defined an outcome as:

- the **observable change** in agenda, behaviour, policy or practice
- **in another social actor**
- that contributes to one or more of the project's objectives
- to which the project has directly or indirectly contributed.



Please note: focus on **social actors** & a rather **broad** definition of an outcome

KEY CHALLENGES FOR MEL IN INFLUENCING

- **Changing circumstances:** work is rarely repeated or replicated. Achievements may vary considerably from the original plan.
- **Multiple influencing approaches applied simultaneously**
- **Long horizons:** influencing work is long term. Change can be slow and incremental
- **Causal relationships:** linking influence and outcomes is complex

In an influencing program: *How* to collect good information for the execution - and possible adjustments?

HOW TO MEASURE THE IMMEASURABLE?

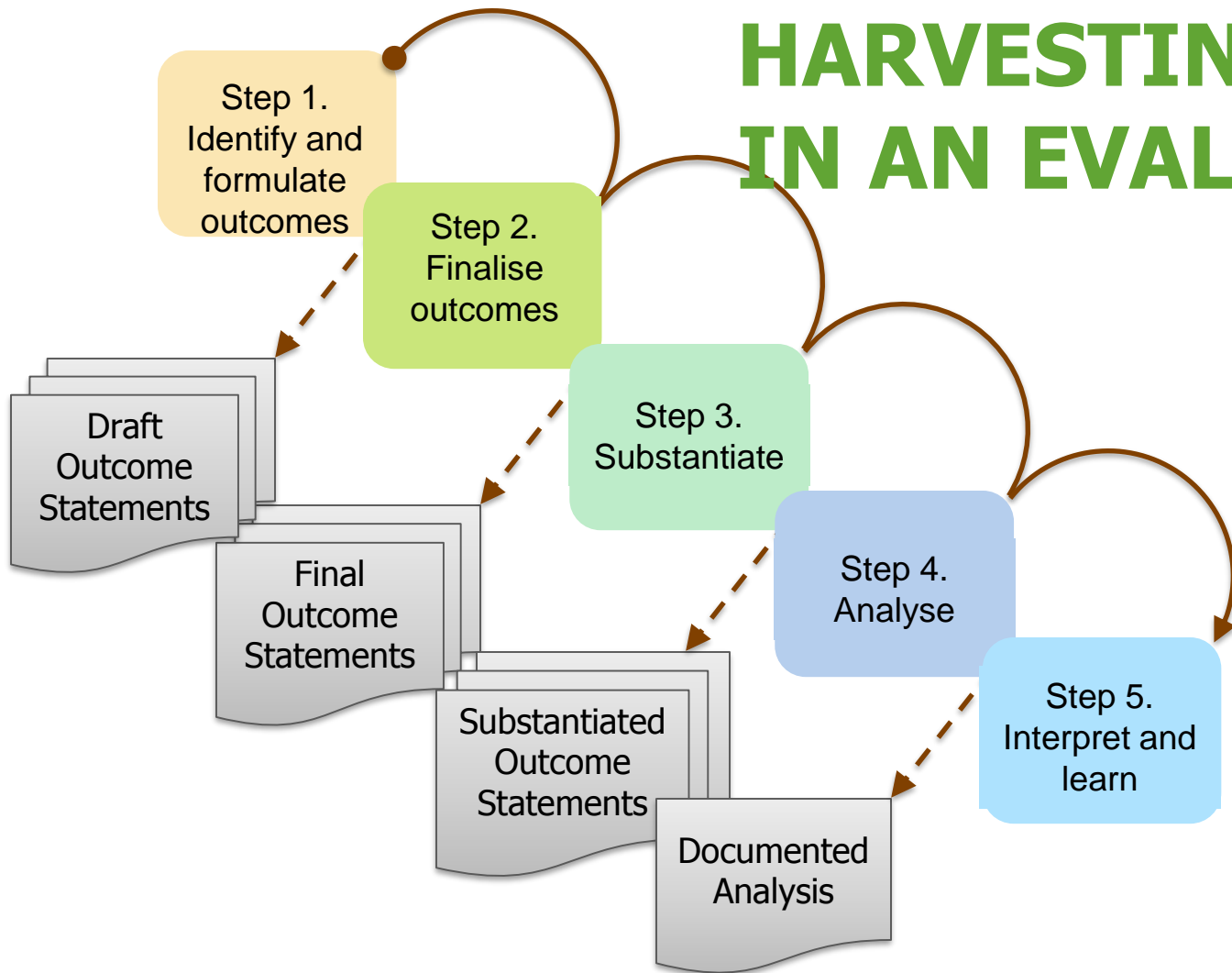
Outcome harvesting enables people responsible for monitoring & evaluating development work to identify and formulate outcomes, determine how the intervention contributed to them:

- a utilisation-focused, highly participatory methodology
- to identify, formulate, verify, and make sense of outcomes
- when relationships of cause-effect are unknown.

Ideal for the MEL of influencing projects.

The essence is to focus on *outcomes* as the indicators of progress.

STEPS IN OUTCOME HARVESTING IN AN EVALUATION



OUTCOME STATEMENT ELEMENTS



Describe **additional facts** so outsiders can understand the change in the social actor.

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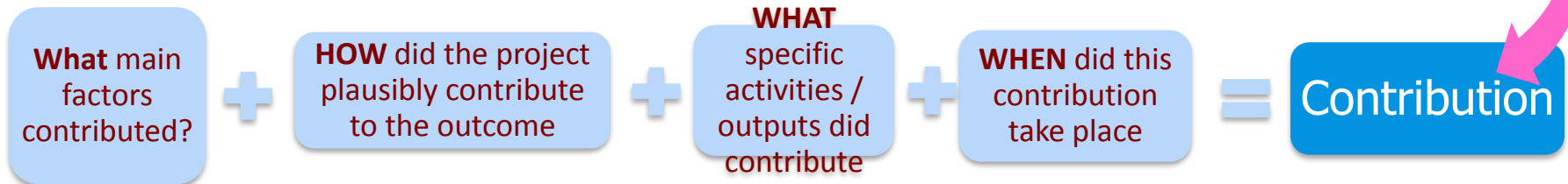
Description of the outcome

Explain the significance of the outcome in view of the project's objective (and context)

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Relevance

Evidence

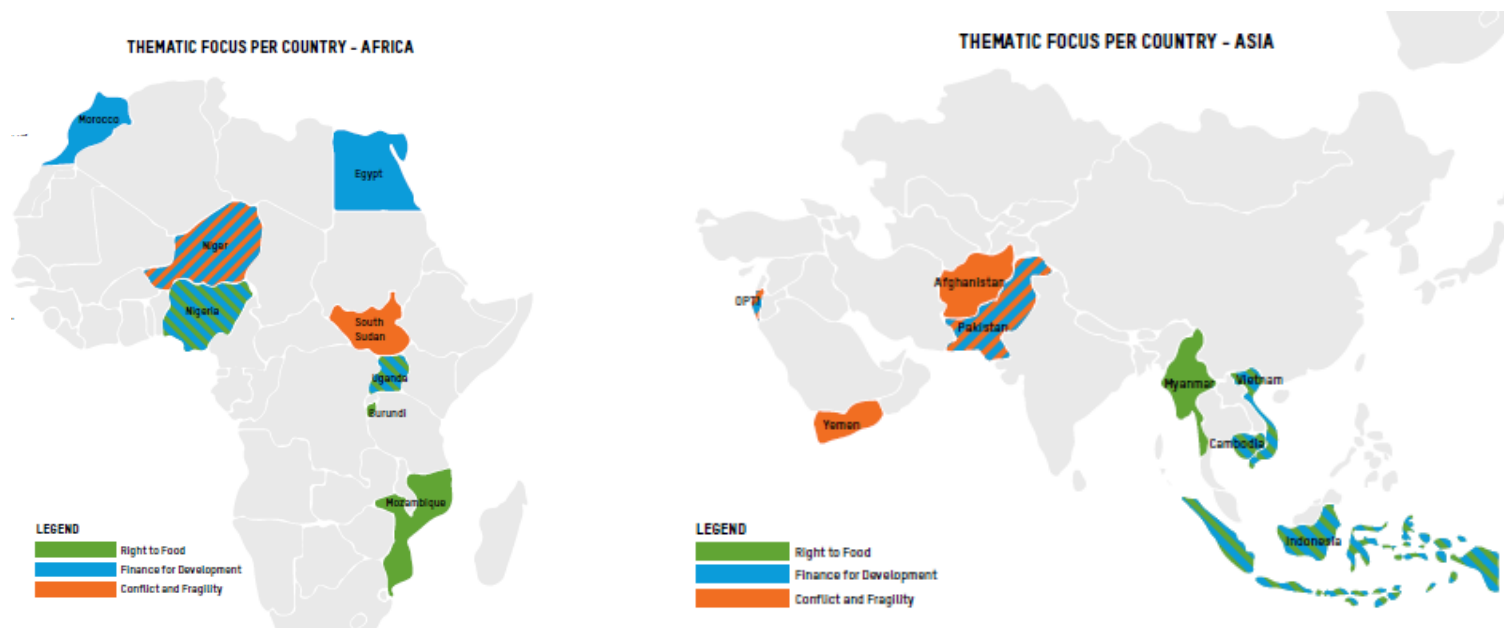


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AN EXAMPLE OF AN OUTCOME STATEMENT

OXFAM NOVIB & SOMO IN THE STRATEGIC PARTNERSHIP

- 'Dialogue and Dissent' Strategic partnership with Dutch ministry of Foreign Affairs
- Oxfam Novib & SOMO 'Towards a worldwide influencing network' in 17 countries, 31 projects
- Themes: Right to Food, Conflict and Fragility, Finance for Development



OH: FOR WHICH TYPES OF OUTCOME ?

Type of social actor in whom change takes place	Outcome area	Methodology
Duty bearers	Improved policies of governments and/or global actors	Outcome Harvesting
	Improved policies of private sector actors	
	Increased political will	
Civil society organisations or their alliances	Strengthened CSOs	Capacity Assessment Tool (partners) & Outcome Harvesting (third parties)
	Stronger and wider alliances	
Rightholders/ People (citizens)	Increased citizens' voice	Surveys and Stories of change, Digital MEL
	Shifted norms and attitudes	

ENHANCING

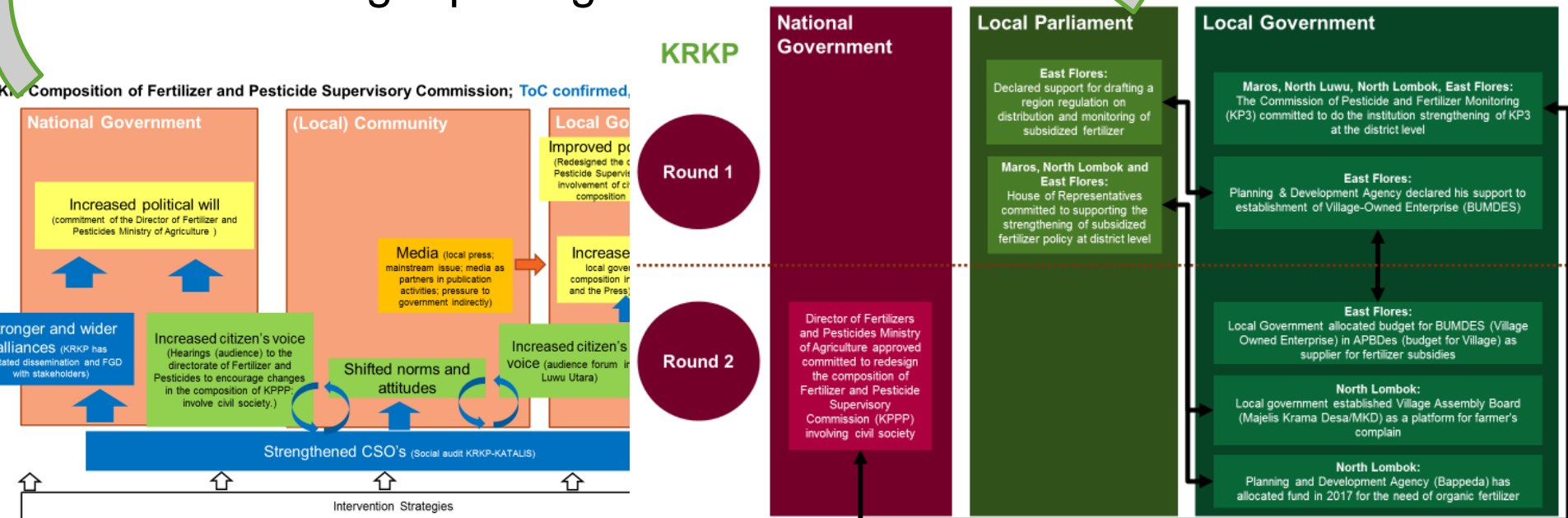
Credibility



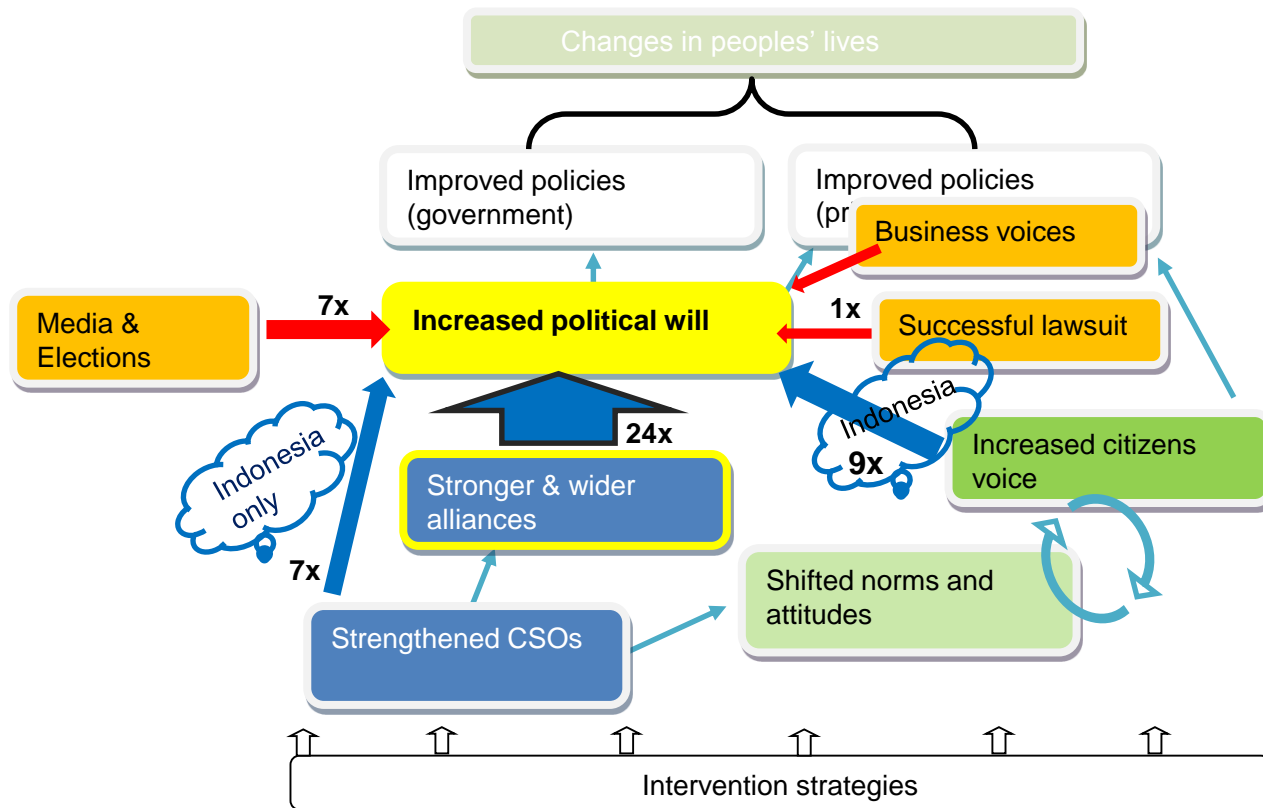
1. Thorough initial learning-by-doing followed up by some methodological support.
2. Provide evidence of the change, AND evidence of the contribution.
3. Substantiation by independent knowledgeable outsider.

EXAMPLES OF USE OF THE OUTCOME STATEMENTS IN PROJECT

- Analyse level & types of results against MEAL plan
- Jointly discuss progress to plan;
- Input to annual planning and MTR
- Analyse mechanisms of change against ToC
- Convincing reporting



EXAMPLE OF USE OF OH IN PROGRAM: *WHAT STIMULATED POLITICAL WILL?*



Analysing 61 statements
Right to Food Program



THANK YOU!

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