

# Complexity Aware Monitoring (CAM) Workshop Series

## Session 4: Outcome Harvesting

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Heather Britt, Principal Research Scientist, NORC at the University of Chicago  
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Tilly Gurman, Johns Hopkins Center for Communication Programs

July 7, 2021



**USAID**  
FROM THE AMERICAN PEOPLE



# Introduction

- Housekeeping
- Resources



# Objectives

## SESSION OBJECTIVES:

- To provide participants with an introduction to outcome harvesting and illustrative examples of its use in similar projects.
- To increase participants' understanding of how to adapt outcome harvesting and to support brainstorming ideas for their adaptation and use within MOMENTUM awards.

## WORKSHOP OBJECTIVES:

- Improve participants' knowledge of and understanding of CAM
- Improve participants' ability to use CAM
- Expand participants' networks of CAM practitioners within and outside the MOMENTUM suite of awards

# Today's Presenters



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**HEATHER  
BRITT**

Principal Research  
Scientist, NORC at  
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Chicago



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**LUCY WILSON**

CAM Consultant,  
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**TILLY GORMAN**

Research and  
Evaluation Officer  
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# Today's Session

## **PART 1**

Preparing for a Successful Outcome Harvest

## **PART 2**

Outcome Harvesting Case Study: Monitoring FHI 360's PROGRESS Project

## **PART 3**

Outcome Harvesting Case Study: Ethiopia Health Communication Capacity Collaborative

## **PART 4**

Wrap-Up & Pause and Reflect

# Outcome Harvesting in the CAM Guide Matrix

CAM APPROACH

Outcome Harvesting

	CAM APPROACH
	Outcome Harvesting
Qualitative	●
Quantitative	
Skills & resources required*	2
Intensity / Level of effort**	2,3
Type of engagement †	3

Design & Planning /  
Formative Assessments

Implementation /  
Ongoing Monitoring

Evaluation /  
Interim or Final Evaluations

What outcomes might be missing?

What outcomes might be yet to emerge?

How do stakeholders perceive the project or intervention?

What factors contributed to the observed outcomes?

What is happening in the wider context?



\* **1** = Can be implemented by community level entity; **2** = Can be implemented by MOMENTUM project staff; **3** = Outside assistance likely needed.

\*\* **1** = Able to integrate within existing staff workload and/or short-term engagement of external assistance; **2** = Moderate dedicated staff time needed and/or medium-term engagement and/or; **3** = Dedicated staff needed and/or longer-term external engagement

† **1** = Best as in-person engagement with group or in community setting; **2** = Easily adapted for virtual engagement with videoconferencing and related technologies; **3** = Able to complete remotely via desk reviews, email, phone calls, online surveys, etc.



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# Preparing for a Successful Outcome Harvest

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# Preparing for a Successful Outcome Harvest

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**Heather Britt**

7 July 2021

[Britt-Heather@NORC.org](mailto:Britt-Heather@NORC.org)

 **NORC** at the  
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# Learning Objectives

## Participants will learn:

- When and why Outcome Harvesting can be useful
- Outcome Harvesting's basic steps
- How to use the guiding principles to tailor OH to your project context
- Tips for planning a harvest
- Tips for managing a participatory and iteratively designed method

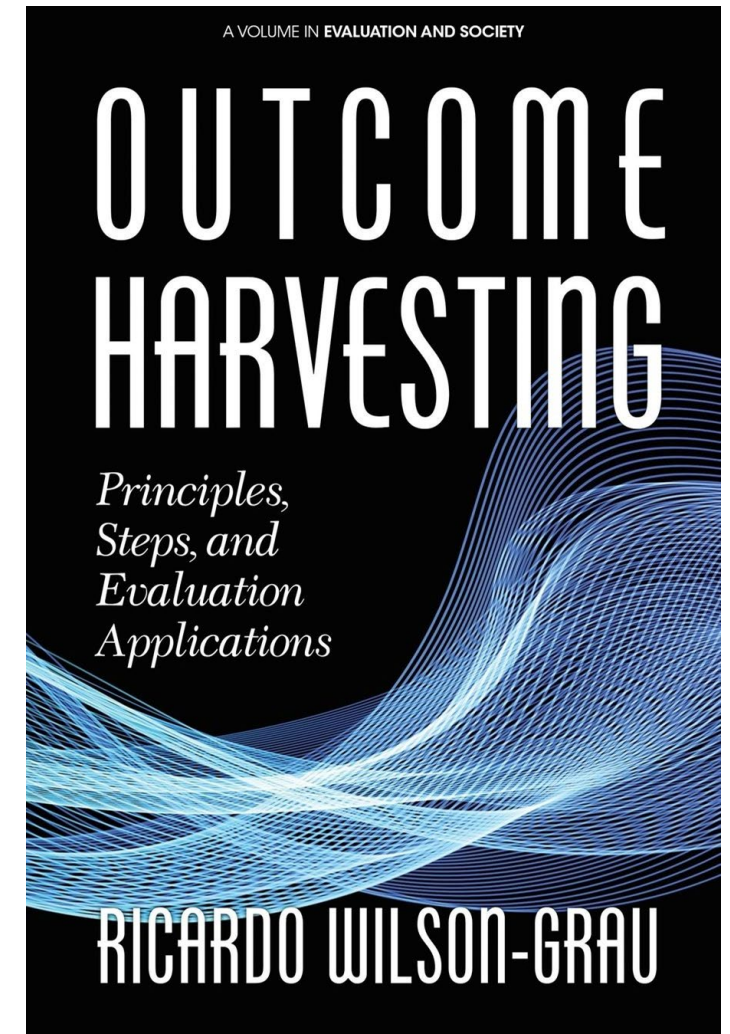
# Outcome Harvesting's Track Record



Over 400 networks, NGOs, community-based organisations, research institutes, and government agencies in 143 countries across the globe.

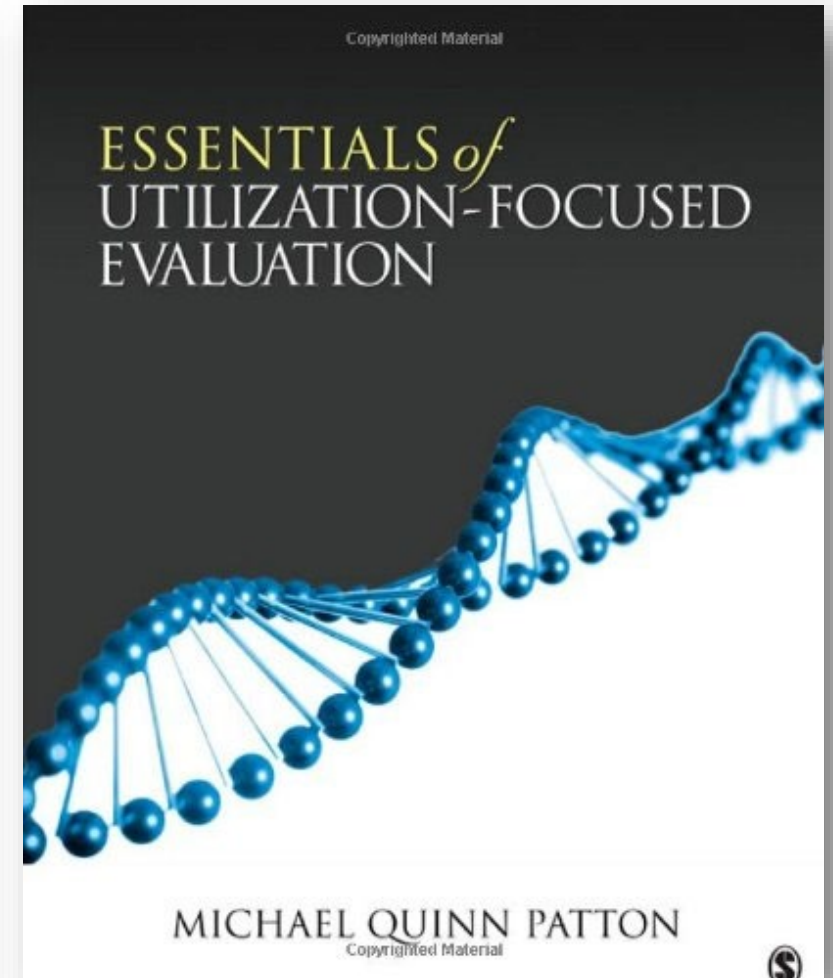
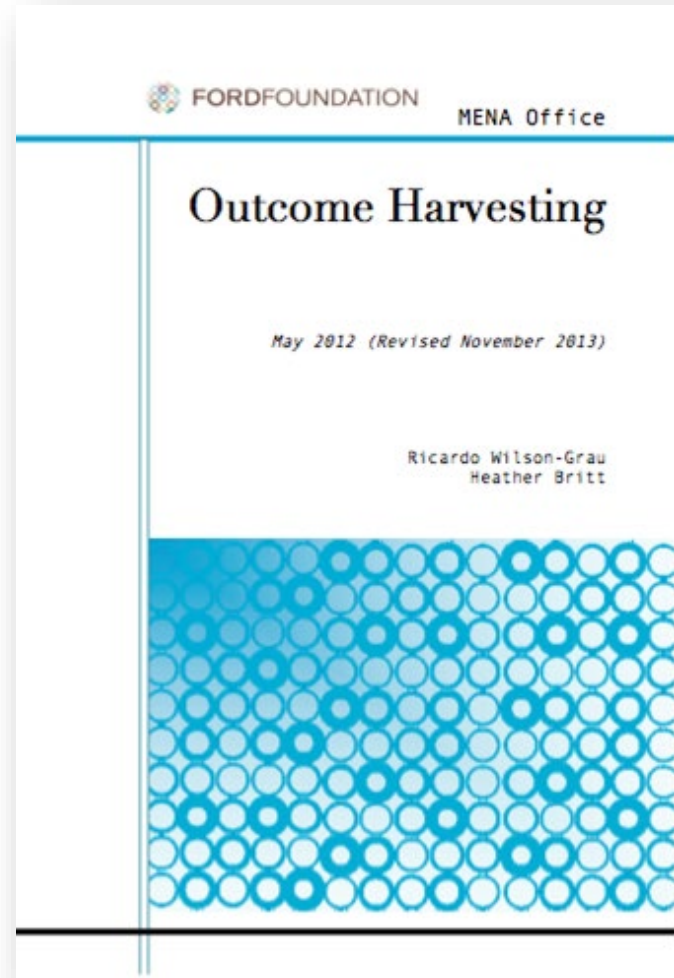
# What is your experience?

- A. I've heard Outcome Harvesting mentioned, but know very little about it.
- B. I have a basic understanding of Outcome Harvesting.
- C. I've read the book and/or taken a training course.
- D. I've participated in and/or conducted an Outcome Harvest.



# Origins

- Inspired by Outcome Mapping
- Informed by Utilization-Focused Evaluation



**Participatory method to identify, formulate, verify, analyze and interpret outcomes to answer actionable questions.**

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Captures outcomes predicted/unpredicted, positive/negative,

**AND**

Works backward to describe & verify contribution

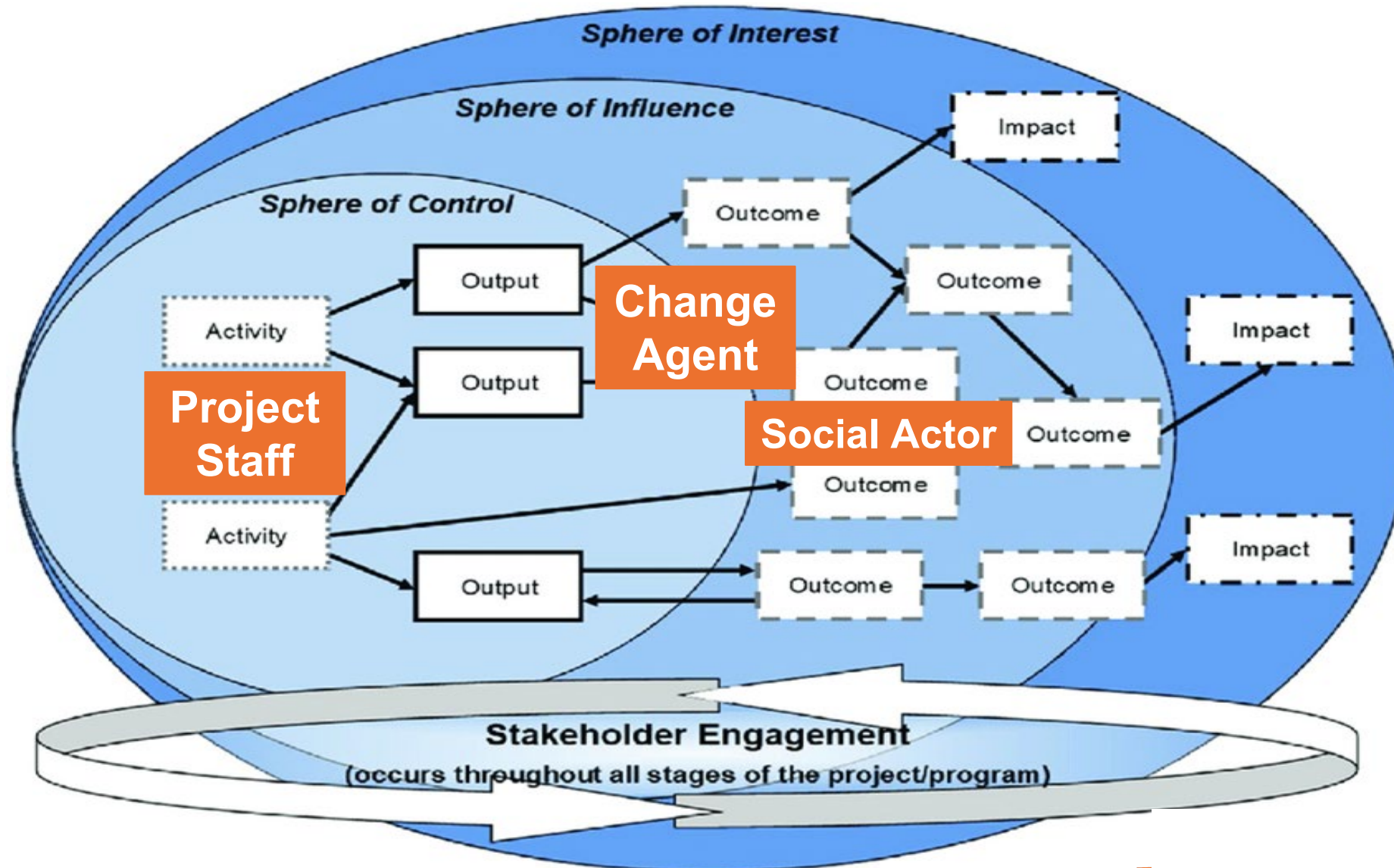
**FOR**

monitoring and evaluation (developmental, formative and summative)

**USING**

Either internal or external staff, or a mix.

# What is an outcome?



# What is an outcome?

Change in the **behavior** of a **social actor**  
influenced by the intervention

- **Behavior:** actions, activities, relationships, policies, or practices
- **Social actor:** individual, group, community, organization, or institution

*Not knowledge, awareness, attitudes*

*Project is generally not the only influence*

# OH is well-suited to projects where

- Desired results are big and bold and **difficult to measure**
- Pathways to achieve desired results are **not well understood**
- Project is likely to contribute to **unpredicted** and **unpredictable** outcomes
- Flexible management **continually adapts** to new information or changes in the context.





# OH is not intended for projects where

- The pathways to achieve desired outcomes are **known and agreed** upon
- Little value is placed on capturing outcomes not included in the original design
- *Fit example: The difference between training and capacity building*



## Association for Women's Rights in Development (AWID)

- **BACKGROUND:** AWID is serving as Chair of Urgent Responses Working Group for the Women Human Rights Defenders International Coalition.
- **PURPOSE:** The **formative evaluation** purpose of the harvest is to inform a newly adopted collaborative advocacy approach.
- **USERS OF THE OUTCOME HARVEST:** The primary intended users of the evaluation is the **AWID team responsible for Urgent Responses**. The Women Human Rights Defenders International Coalition would be one audience for the evaluation.
- **USES OF THE OUTCOME HARVEST:** The primary intended use of this evaluation is to **document the outcomes of collaborative advocacy** activities conducted over the past year.

# Outcome description example: AWID

- **DESCRIPTION:** In **mid-September 2011**, the **Iranian Ministry of the Interior** (or the Secret Service) **released “M.B.”** after 5 months in prison, 2 of which were spent in solitary confinement. No charges were made during her time in detention, although she was eventually released on bail and will be facing charges in the future. M.B. is a woman human rights defender from Iran who was detained after participating at the UN Commission on the Status of Women in New York.
- **CONTRIBUTION OF AWID:** Convened group of collaborators working together for M.B.’s release, organized conference calls, ensured sharing of information, and facilitated joint activities and direct contact with UN agencies. All of this was in the context of AWID as Chair of Urgent Responses Working Group for the Women Human Rights Defenders International Coalition.
- **SIGNIFICANCE OF OUTCOME:** The objective was to model collaboration among organizations, in addition to securing a concrete victory in getting M.B. released.

# Clarifying Questions?

**Before we dig deeper, do you  
have questions about what  
we've covered so far?**



# Six Iterative Steps

1. ***Design the Outcome Harvest:*** Focus on actionable information for primary users
2. ***Gather data and draft outcome descriptions:*** Collect data from project sources
3. ***Engage change agents in formulating outcome descriptions***
4. ***Substantiate:*** Knowledgeable, independent individuals validate outcome descriptions
5. ***Analyze and interpret:*** Provide evidence-based answers to harvesting questions
6. ***Support use of findings***



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1. Design the Outcome Harvest
  2. Review documentation
  3. Engage with human sources
  4. Substantiate with external sources
  5. Analyze and interpret
  6. Support use of findings

### PROCESS PRINCIPLES

- Facilitate usefulness throughout the harvest
- Nurture appropriate participation
- Coach human sources to formulate outcome statements
- Strive for less because it will be more useful
- Learn Outcome Harvesting experientially

### CONTENT PRINCIPLES

- Harvest social change outcomes
- Formulate an outcome as an observable change
- Establish plausible influence of the intervention
- Ensure credible-enough outcomes

# Essence of Outcome Harvesting

## Principles-driven

- Each harvest is tailored to the context and adapts to new information

## Utilization-focused

- The purpose of OH is to serve the principal uses of primary intended users

## Participatory

- Key stakeholders participate with the evaluator in the OH.

# 4 Key Stakeholders

- Project staff
- Primary intended users
- Change agents
- Outcome verifiers or substantiators



## Who?

- Staff involved in implementation of project -- knowledgeable about its outcomes

## Role?

- Provide data on project and context as evaluation informants
- Help inform preliminary outcome descriptions
- Help identify change agents and verifiers

## Who?

- Require findings to make decisions or take action
- Responsibility and authority to take action
  - Implementers or donors

## Role?

- Make informed decisions about design and implementation throughout the harvest to ensure that the OH will meet their needs

# Change Agents

## Who?

- Individuals or organizations that influence outcomes

## Role?

- Serve as key informants
- Document outcomes and contribution pathways

# Outcome Verifiers

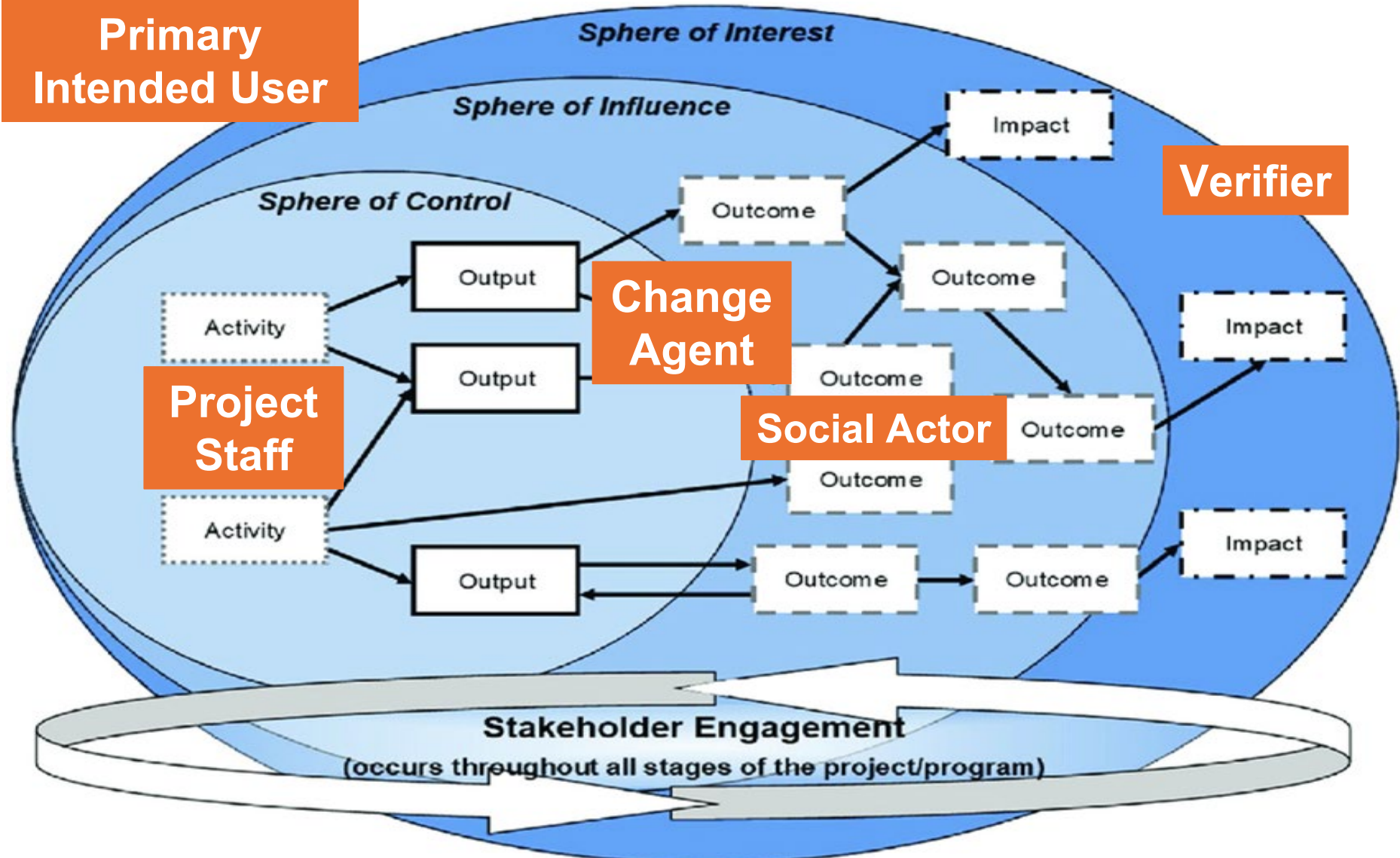
## Who?

- Third-parties both knowledgeable and objective about outcomes

## Role?

- Review descriptions of outcomes and project's contribution
- Comment on significance of outcomes (optional)
- Verify by email or other means

# Roles Review



# Outcome Harvesting Scope of Work

Getting everyone on the same page is especially important with a participatory and iteratively-designed method

- **Commissioners** requesting OH (issuing an RFP)
- **Internal teams** planning with stakeholders
- **Evaluators** internal or external (responding to RFP)

*Terms of reference (TOR) = Scope of work SOW)*



# Outcome Harvesting TOR

## Key Elements

1. Background
2. Purpose
3. Primary intended user(s) and their intended use(s)
4. Useful evaluation questions
5. Methodology
6. Roles and responsibilities
7. Timeline, milestones and estimated budget

## Primary intended user(s) and their intended use(s):

- Those who have intention, responsibility and authority to act on findings
  - Not equivalent to project stakeholders
- *Role:* Participate in design decisions throughout the harvest
- *Advisory Group:* Effective decision-making body
  - Petite committee: Carefully select members
- Set up another mechanism to keep stakeholders informed



## Managing a participatory and iteratively-designed method

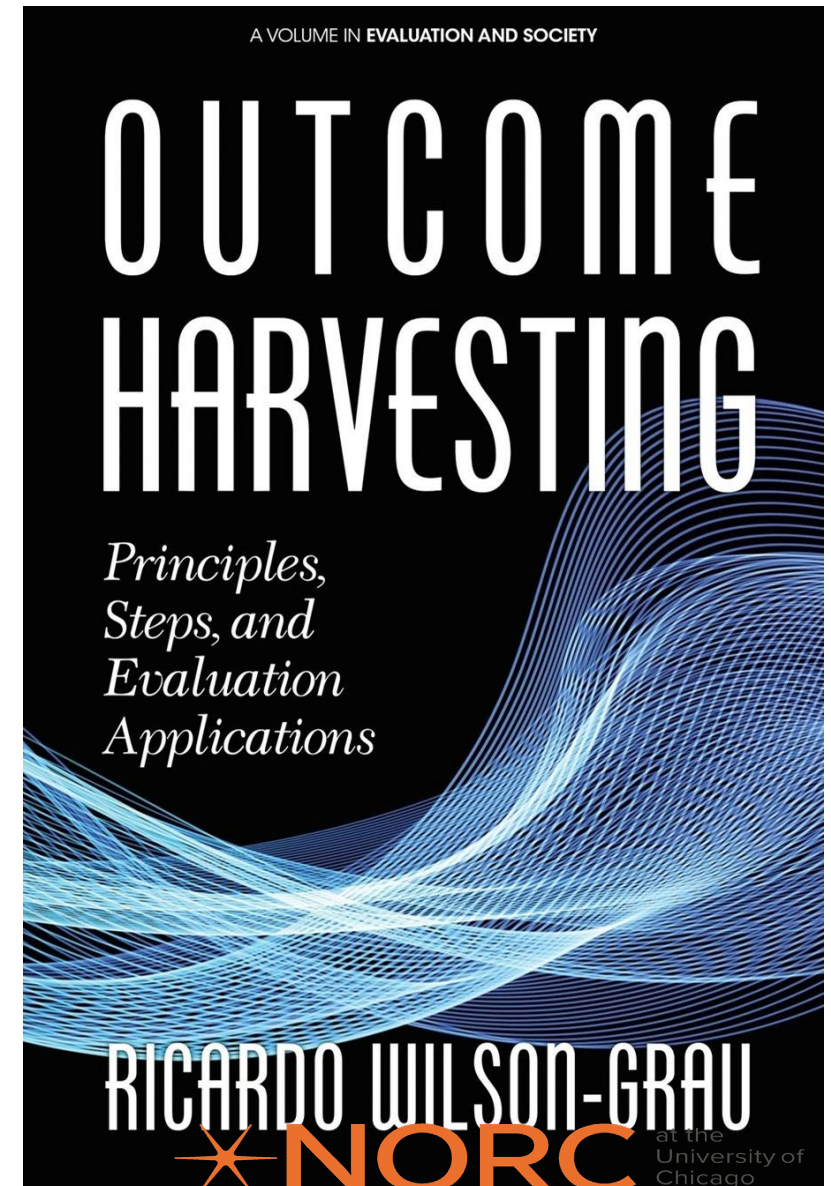
- **Orientation and design meeting** with primary intended user
- Craft a **manageable number** of useful evaluation questions
- **Clarify** which questions can be answered through Outcome Harvesting and which require one or more other methods.
- **Consult** with primary intended users on key decisions during harvest
- **Flexible** management
- **Prepare for contingencies:** time (calendar and LOE) and budget

# Recap: OH Strengths & Limitations

Strengths	Limitations
Captures outcomes in complex and knowledge scarce situations	Negative outcomes are difficult to capture
Participation offers opportunity for rich learning for stakeholders	Participatory methods are not feasible in all situations
Tailored to each project and context	Findings not necessarily comparable across evaluations or interventions
<b>Ongoing development of Outcome Harvesting through a vibrant community of practice.</b>	

**How likely are you to participate  
in an Outcome Harvest in the  
next year?**

- A. Almost certain
- B. Pretty likely
- C. Hmm... still on the fence
- D. Looks unlikely
- E. Definitely not



# Resources

- Wilson-Grau, R. & Britt, H. (2012). Outcome Harvesting. New York: Ford Foundation.
- Wilson-Grau, R. (2019). Outcome Harvesting: Principles, Steps, and Evaluation Applications. Charlotte, NC: Information Age Publishing, Inc.
- AEA eLibrary and AEA365
- Outcome Harvesting Community of Practice:
  - [www.outcomeharvesting.net](http://www.outcomeharvesting.net)

# Discussion



# Thank you.

Heather Britt  
Principal Research Scientist  
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 Research You Can Trust™

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 **NORC** at the  
University of  
Chicago



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# OH Case Study: Monitoring the USAID-funded PROGRESS

Project at FHI 360

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# Outcome Harvesting Case Study

Monitoring the USAID-funded  
PROGRESS Project at FHI 360

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Lucy Wilson, Independent Consultant, MOMENTUM Knowledge Accelerator

July 7, 2021



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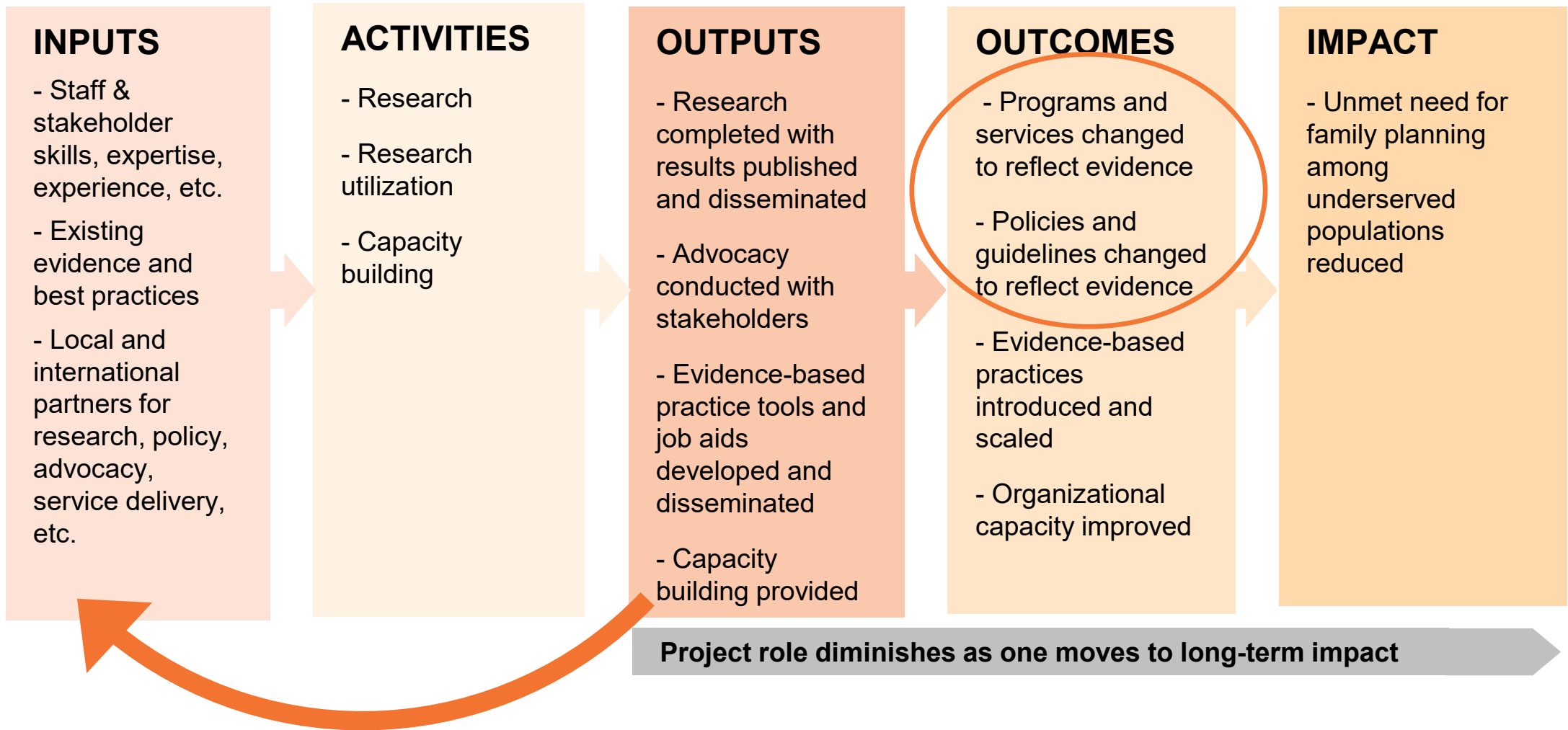


# PROGRESS: Program Research for Strengthening Services

- 5-year, \$50 million USAID-funded global project, implemented by FHI 360
- Goal: To improve access to family planning methods and services among underserved populations through **research, research utilization and capacity building**.
- PROGRESS offered global technical leadership and undertook focused country-level activities in seven technical areas.



# Simplified PROGRESS logic model



# OH steps and PROGRESS adaptations

#	Official OH steps	PROGRESS steps
1	Design the outcome harvest	Develop Performance Monitoring Plan (PMP)
2	Gather data and draft outcome description	Identify outcome and draft description
3	Engage change agents in formulating outcome descriptions	Internal verification
4	Substantiate	External validation or documentation
5	Analysis and interpret	Synthesis and reporting
6	Support use of findings	Data for decision-making

# STEP 1: Develop Performance Monitoring Plan

The **PROGRESS PMP** included the following:

- Causal framework (logic model)
- Indicators
  - Mix of quantitative and qualitative indicators
  - Guidance on indicator sources and how data is collected and frequency of collection and reporting
  - Description of Research Utilization (RU)  
Indicator Database for qualitative indicators
- Reporting requirements
- Plans for evaluation, etc.



## Lessons Learned:

- Fewer indicators
- Budget adequately

# Key outcome indicators for research, research utilization

Indicator	Source	Frequency
Instances of PROGRESS technical assistance, research results, or products being used in policy or guidelines	Semi-annual and annual reports, trip reports, ad-hoc reports, etc.	Collected on an ongoing basis
Instances of PROGRESS technical assistance, research results, or products being used in programs	Synthesized in the RU Indicator Database	Reported semi-annually
Instances of PROGRESS technical assistance, research results, or products being used in services		

# Research Utilization Indicator Database

- Initially in MS Access, later custom built
- Fields included:
  - Outcome headline
  - Outcome description (main narrative)
  - Indicator
  - Activity/Intervention Name/#
  - Country(ies)
  - Partner organization(s)
  - Topic and/or tool used
  - Main staff point of contact
  - Attachments
  - Status (draft or approved)



The screenshot displays the 'Research Utilization Database' website. The header includes the 'fhi' logo with the tagline 'THE SCIENCE OF IMPROVING LIVES' and the title 'Research Utilization Database'. A navigation menu contains links for Home, Pending, Follow Up, Maintenance, Help, and Logout. Below the header, there is a breadcrumb trail: Home -> Advanced Search -> Search Results. The main content area is titled 'Research Utilization Search Results' and includes links for Printable Version, Custom Excel Report, Create New Record, and Indicators. A pagination control shows 'Page 1 of 1'. The search results are presented in a table with the following columns: Record Number, ECQ, Headline, RU Indicator Type/Name, Countries, Partner Organizations, and Status. Five records are listed, each with a blue background and a green 'Approved' status.

Record Number	ECQ	Headline	RU Indicator Type/Name	Countries	Partner Organizations	Status
819	890003, 890043	ECSA adopts resolutions on task shifting for family planning	USE: In policy or guidelines	AFRICA REGIONAL  TANZANIA		Approved
814	890004, 890073	Capacity building workshop on data analysis and management for NIMR and MOH-TZ	REACH: # persons trained research/RU	TANZANIA		Approved
766	890023, 892006	PROGRESS helps to develop National Family Planning Costed Implementation Program in Tanzania	USE: In program planning/mgmt	TANZANIA		Approved
801	890040, 890073	12 policymakers and researchers from Tanzania trained on RU concepts	REACH: # persons trained research/RU	TANZANIA		Approved
717	890043	FHI co-facilitates a workshop with ECSA in Kampala with 30 MOH officials from 7 countries	CAPACITY: South-to-South, USE: In program planning/mgmt	KENYA  LESOTHO  MALAWI  TANZANIA  UGANDA  ZAMBIA  ZIMBABWE		Approved

# STEP 2: Identify outcome and draft description

## To identify potential outcomes, M&E staff:

- Reviewed semi-annual and annual reports, key meeting reports, trip reports, etc.
- Attended regular activity review meetings
- Interviewed activity staff after activity closure
- Trained activity staff to identify and report on outcomes

## M&E staff then:

- Determined what “counted” as an outcome
- Drafted initial outcome description

“Sleuthing & slogging”



## Lessons Learned:

- Less is definitely more
- Train & engage staff to be your “detectives”

# STEP 3: Internal verification

M&E and activity staff reviewed and revised outcome description to ensure the description:

- Provided full story of the outcome
- Acknowledged appropriate partners
- Was accurate and not over-stated
- Included or referenced available evidence (attachments in Database)



## Lessons Learned:

- Review with multiple staff to get more accurate, non-biased description



# STEP 4: External validation or documentation

- M&E and activity staff reviewed documentation and sought out ways to strengthen it
- For policy changes, this might include a combination of:
  - Full final copy of policy or guideline
  - Acknowledgement of PROGRESS staff; inclusion of tool; citation of evidence/article in the policy
  - Clearly documented process of PROGRESS activities and outputs leading towards the outcome
  - PROGRESS's contribution credited/acknowledged by third party in writing or in formal documented remarks



## Lessons Learned:

- Document, document, document
- Don't be shy about asking for external validation

# What does an outcome description look like?

## **PROGRESS contributes to community-based access to injectables (CBA2I) policy change in Kenya**

From 2009-2010, FHI 360, Jhpiego, and the Kenya Ministry of Health conducted a pilot study of CBA2I in Tharaka, Kenya. Using the positive results from that study, PROGRESS worked with members of the Family Planning Technical Working Group, including Jhpiego, to advocate for a CBA2I policy change. PROGRESS led development of an advocacy brief summarizing findings from the pilot study. Stakeholders from the MOH and the local nursing associations were central in the advocacy process. The revised policy, which cited the pilot study results, was signed in November 2012. This change will expand access to one of the most popular methods of contraception in hard-to-reach areas.

## **Headline summarizing outcome**

- What happened? When? Where?
- What was PROGRESS's role?
- Who else contributed?
- What is the evidence for this change and PROGRESS's role?
- Why was it important? What need did it address?

## STEP 5: Synthesis and reporting

- Final outcome descriptions collected in RU Indicator Database
- Reported to USAID semi-annually

**PROGRESS** contributed to 47 major changes to programs and policies at the country and global level



### Lessons Learned:

- Improved database facilitated synthesis and analysis, and reporting

# STEP 6: Data for decision-making

Informal analysis conducted during the project period considered questions such as:

- ❓ What advocacy strategies were most effective?
- ❓ Why were certain topics and/or tools more “ripe for change” and others not?
- ❓ How were other implementing partners engaged and how did that affect impact?
- ❓ What inherent factors in the country/setting facilitated or hindered research utilization?
- ❓ How can we facilitate continued impact from research and evidence after project funding ends?



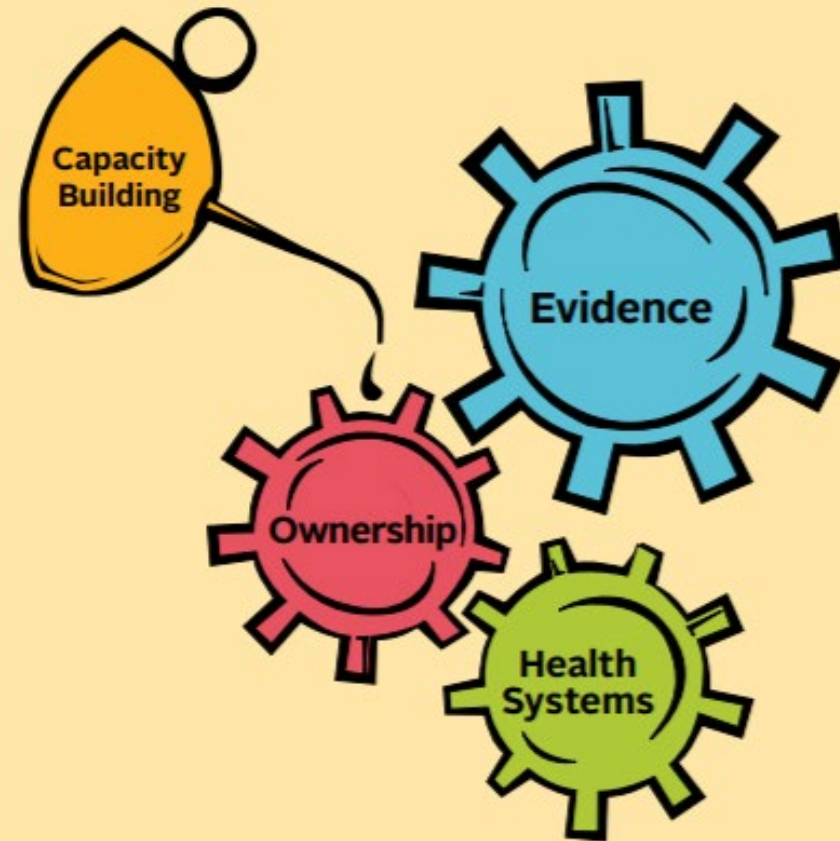
## Lessons Learned:

- We could have done more analysis of the outcomes to improve efforts during the project.

# Thank you!

...And to FHI 360 and the PROGRESS team

## **PROGRESS End-of-Project Report** *Meeting the Family Planning Needs of Underserved Populations*



Working in seven primary countries and providing global technical leadership, PROGRESS significantly improved access to family planning among underserved populations through research, utilization of existing and new research results, and capacity building. Work under PROGRESS focused on maximizing human resources through task-shifting, expanding service delivery options, and expanding the contraceptive method mix.



# Break



## 5 MINUTES TO:

- stretch
- refill your coffee
- get a snack
- pet your cat/dog
- meditate
- visit the facilities
- drink some water
- gaze out the window



3

# OH Case Study: Ethiopia Health Communication Capacity Collaborative

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Center for  
Communication  
Programs

# **Outcome Harvesting Case Study: Ethiopia Health Communication Capacity Collaborative**

**Tilly A. Gurman, DrPH, MPH**  
**July 7, 2021**



JOHNS HOPKINS  
BLOOMBERG  
SCHOOL of PUBLIC HEALTH

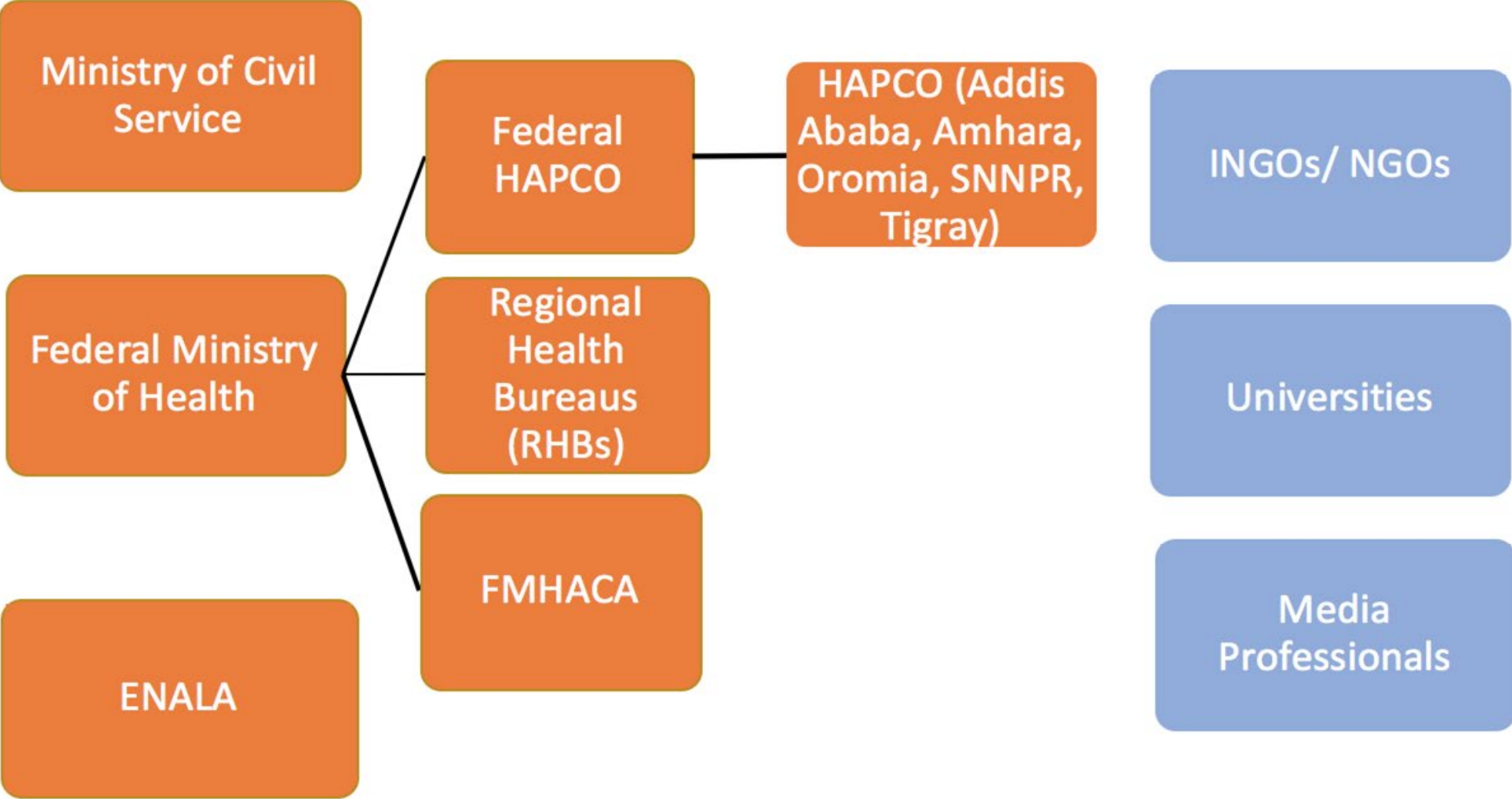


# Health Communication Capacity Collaborative (HC3)

- USAID: \$108 million
- 2012-2018
- Objectives from the RFP:
  - **Increase capacity of indigenous organizations** to design, implement, manage and evaluate evidence-based health communication interventions
  - **Establish proven systems** for professional development in health communication



# HC3 Ethiopia



# Type of activities

- Trainings for individuals at federal and regional levels
- Transition of the National AIDS Resource Center (NARC) to federal government
- Advocacy to government about social and behavior change communication (SBCC)
- Mentoring program for university students

# Evaluation questions

1. In what ways has the FMoH, HAPCO, and HC3 Ethiopia partner organizations demonstrated important changes in their capacity for improved SBCC since the start of the project?
2. To what extent did these outcomes exceed or fall short of HC3 project objectives?
3. How sustainable were these outcomes?

# SBCC Capacity Ecosystem

Level of Intervention  
*Where?*

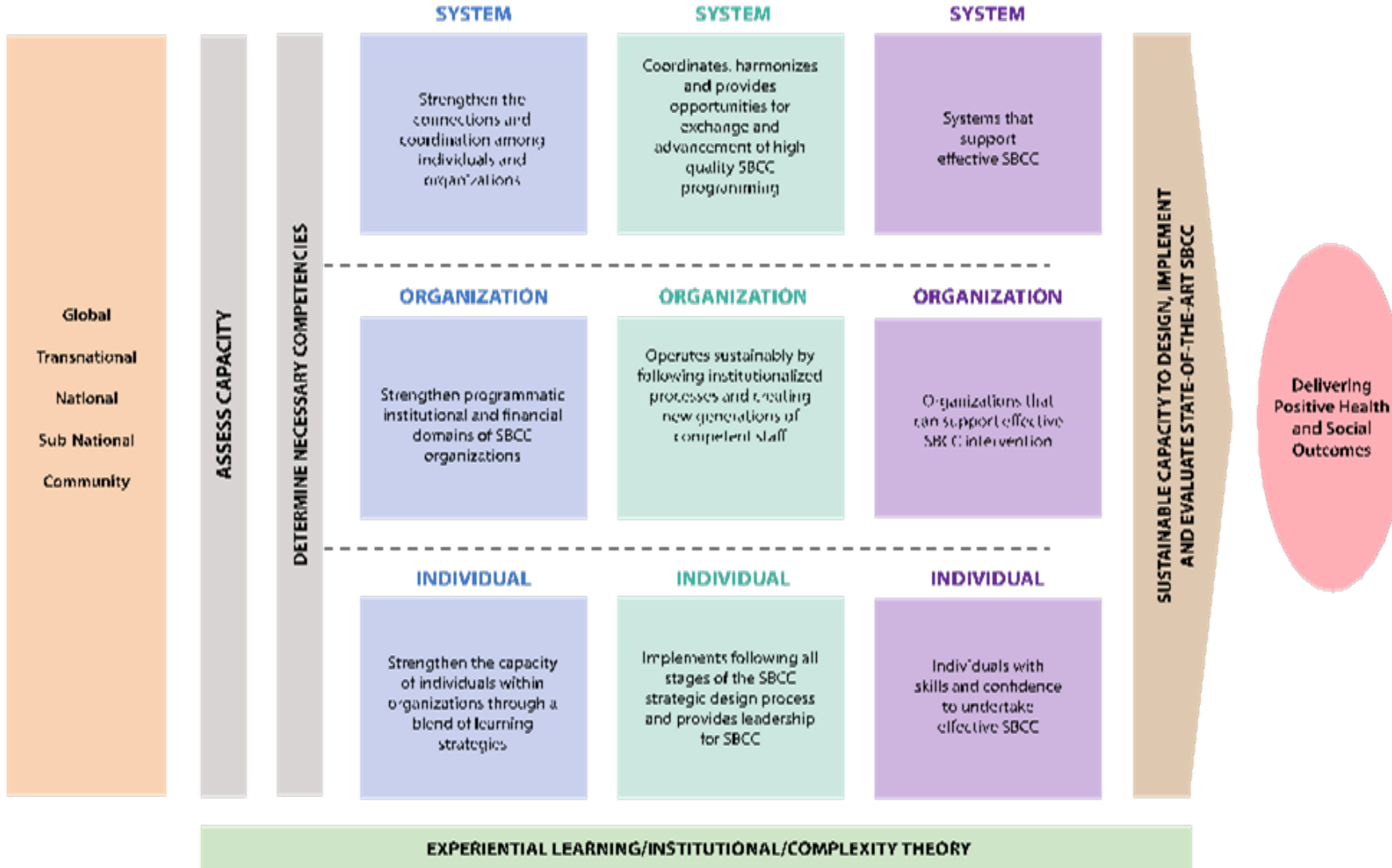
Interventions  
*How?*

Competencies  
*What?*

Results  
*Why?*

Outcomes  
*So What?*

Impact



# Q1: Outcomes by type of change

**Figure 4: HC3 Ethiopia Outcomes, by Type of Change Observed**

\* Total exceeds 37 as outcomes fit into multiple categories

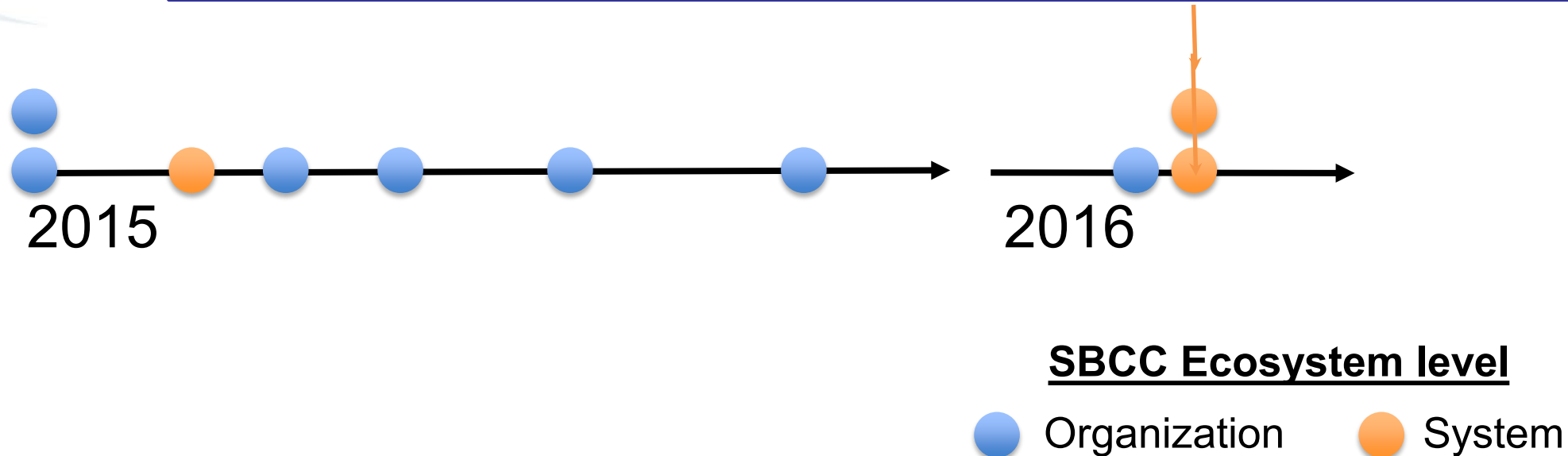


# Q1: FMOH/HAPCO demonstrating change

- ↑ **recognition** of SBCC as important component and skillset for developing and implementing public health programs in Ethiopia
- ↑ **commitment** to incorporate SBCC into organizational policies, systems and structures, as indicated through the allocation of resources and staff or institutionalization of SBCC programs
- ↑ **effort** to coordinate and strategically collaborate to improve the quality of SBCC produced in Ethiopia

# NARC services transition over time, by SBCC Ecosystem level

*In May 2016, the Ministry of Civil Service granted approval to FMoH to absorb and expand the 952 Hotline from 41 to 69 counselors.*





## Q2: Exceeding objectives

- The evaluation identified outcomes for global HC3 as well as HC3 Ethiopia program objectives



System	(n = 8)
Organization	(n = 24)
Individual	(n = 5)

# Q3: Sustainability

- **Practice:** The outcome reflected institutionalized or systematic behavior change in an individual, organization or system that occurred either repeatedly over the course of the project or at least six months prior to the evaluation.
- **Policy:** The outcome described a change in SBCC planning procedures or policy.

# HIV/AIDS Prevention & Control Office (HAPCO)

## HC3 Contributions

Since the beginning of 2015, HC3 organized SBCC workshops for regional and zonal HAPCO experts on SBCC design and implementation. HC3 trained HAPCO on SBCC design and implementation.

In the course of 2014, HC3 organized a partners meeting for review and validation of final draft, as well as the graphic design of the final document.

## Practice Outcomes

Since May 2015, HAPCO integrated SBCC activities in annual work plan of 9 rural regions and 2 urban administrations.

Since June 2015, HAPCO partners applied most-at-risk populations SBCC framework in their HIV work.

# Federal Ministry of Health (FMOH)

## HC3 Contributions

Beginning in May 2014, HC3 lobbied to Government of Ethiopia. HC3 drafted and presented business plan to demonstrate the viability of National AIDS Resource Center (NARC) services as a commercial entity.



## Policy Outcomes

During 2015, the Ethiopian National Archives and Library Agency incorporated the HC3 resource center into its operations.  
On February 25, 2015, FMOH decided NARC services will transition to FMOH.

Between March and Sept 2014, HC3 lobbied for the establishment of a Communication Technical Working Group for SBCC.



During 2015, FMOH wrote a 5-year strategic plan using national health communication strategy.

From January 2016, HC3 supported scale up activities, including developing job descriptions and outlining organizational structure for the 952 Hotline.



In May 2016, FMOH incorporated 952 Hotline in the core plan.

# Lessons learned

1. Plan for OH from the beginning of the project
2. Consider the timing of the evaluation in light of other planned research/monitoring and evaluation/knowledge management activities
3. Use OH to complement, not replace, other methods
4. Train local project team early regarding basic OH elements
5. Plan sufficient time for training and harvesting activities

# Acknowledgements

- Grace Awantang
- Lindsey Leslie
- Ruchita Pillai
- Ricardo Wilson-Grau

# Resources

- Gurman, T., et al. (2018). Evaluating Capacity Strengthening for Social and Behaviour Change Communication through Outcome Harvesting. *The Journal of Development Communication*, 29(2), 45-61.  
<http://jdc.journals.unisel.edu.my/ojs/index.php/jdc/article/view/96/54>
- HC3 Outcome Harvesting evaluation reports for Bangladesh, Ethiopia, and Liberia (2018). Available at: <https://healthcommcapacity.org/hc3-project-materials/>





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Break-out Discussion

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# Break out Group Selection

- **Group 1**
  - I'd like more information about the approach.
- **Group 2**
  - I have never done OH, but am interested in using it.
- **Group 3**
  - I have used components of OH before and am interested in how I'd formalize it.

***If you have done OH before, please choose any of the groups to share your experience and help provide guidance.***



# Break-Out Questions

## Group 1:

- What questions do you still have about outcome harvesting?
- What sounds intriguing to you about the approach? What sounds challenging?
- What would help you feel more comfortable with using it?
- Can you imagine using outcome harvesting to answer specific learning questions relevant to your current project?

## Group 2:

- What sounds intriguing to you about outcome harvesting? How do you think it might fit into your project?
- What do you see as barriers or challenges to using OH and what would help you feel more comfortable using it?
- Can you imagine using outcome harvesting to answer specific learning questions relevant to your current project?

## Group 3:

- What aspects of outcome harvesting are similar to your own work? Were you aware of OH in implementing that work?
- What aspects of your work are different from OH and how might the formal OH process help strengthen or change your current work?
- Can you imagine using outcome harvesting to answer specific learning questions relevant to your current project?



# 5

## Wrap-Up

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# Today's Main Takeaways

- Outcome harvesting is an approach for identifying unintended outcomes and assessing the project's contributions.
- It can be adapted to a wide variety of contexts, including ongoing monitoring and/or evaluations.
- You may already be using aspects of it!
- It can be work-intensive and require staff training, so plan and budget accordingly.

# In the next (FINAL) session: Wednesday, July 14<sup>th</sup>

- Introduction to Most Significant Change
- Examples of CAM in practice from MCGL and Breakthrough Research
- Don't forget to register: [Session 5 Registration](#)

# Pause and Reflect: Virtual Hot Potato



## QUESTIONS:

Finish one of the following statements:

- **Today, I learned...**

OR

- **I am looking forward to...**



## PROCESS:

- List of all participants in alphabetical order created and displayed.
- In order, each person answers the question.
- Come off mute early / now.
- No more than one sentence per person!

# THANK YOU

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