

HC3 Pilot: Harvesting Capacity Outcomes



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Why Outcome Harvesting?

- We valued a participatory approach that engaged country teams and built their evaluation capacity
- We recognized it could capture changes in complex aspects of our projects
- We found outcome harvesting could be adapted for a range of capacity outcomes among a diversity of programs and contexts

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Outcome Example

- **Contribution:** From May to December 2014, HC3 focused on building the capacity of three units of the Bangladesh government. We supported them in cataloging their SBCC materials, building an online platform, and trained them to upload materials and maintain this platform.
- **Outcome:** Between April and July 2015, all three government units began maintaining online digital archives for their SBCC materials.



Outcome Harvesting Steps

1. Design the outcome harvest
2. Gather data and draft outcome descriptions
3. Engage change agents in formulating outcome descriptions
4. Substantiate
5. Analyze and interpret
6. Support use of findings

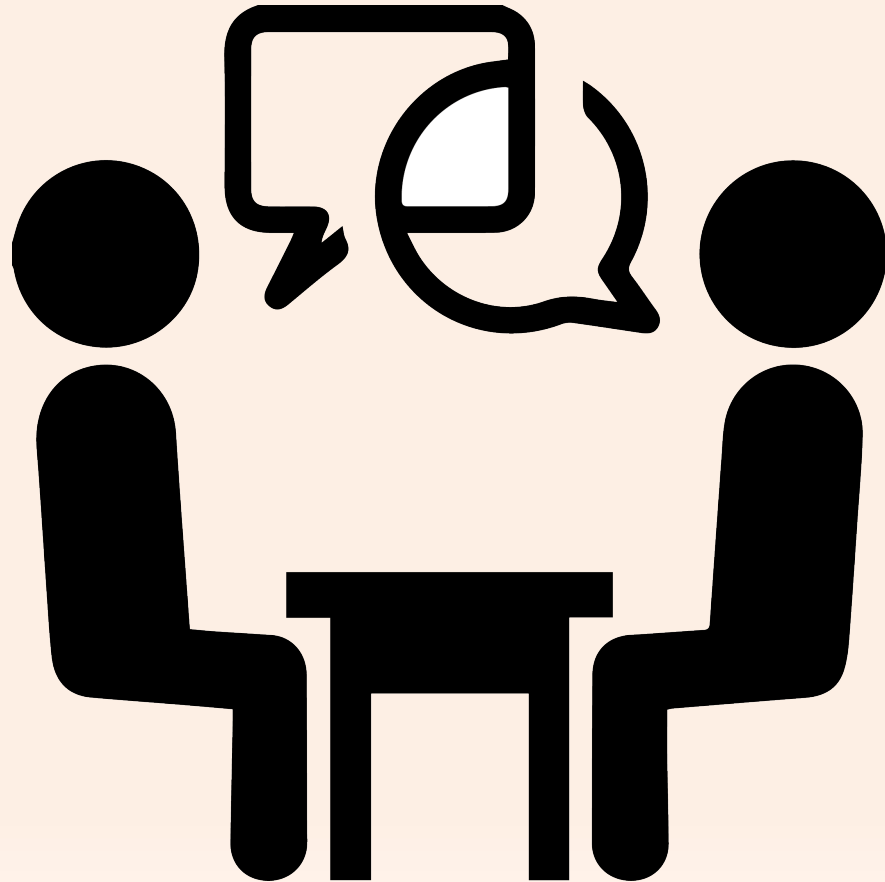
Methodological Adaptations

1. We engaged informants (internal and external) in person
2. For each outcome, we inquired about other actors and factors that contributed
3. We required both internal and external verification for all outcomes
4. We merged the “engage with informant” and “externally verify outcomes” steps to maximize participation from external parties and accelerate the evaluation timeline

Interpersonal Engagement

Improved

- Understanding
- Critical examination
- Learning



Other Contributions

- Confounding is one criteria used to establish a cause and effect relationship
- We described other actors and factors that may have contributed to each outcome
- We found other actors and factors were common due HC3's to participatory approach to building capacity



User-defined Credibility

- We consulted with USAID and internally within HC3 and CCP
- We developed a verification guide
- We enlisted independent consultants to aid in cataloguing documentation and interviewing external informants



Iterative Engagement & Verification

- We drafted outcomes with knowledgeable persons internally
- Then, we modified outcomes when
 - written documentation (internal or external) differed from the original outcome
 - An external informant suggested changes to the original outcome that we could verify internally
- We verified revised outcomes with external informants until there was agreement on the outcome

Lessons Learned

- Outcome harvesting captures the importance of organizational and policy level changes in their programmatic context that reflect performance
- Outcome harvesting integrates self-assessment and so lends itself to invaluable discussions about outcomes and gives program staff a new perspective on their work and evaluation

Lessons Learned

- Ask evaluation users what they want
- Verification can be resource-intensive but also adds to the credibility of the findings
- Specify what constitutes adequate verification of an outcome
- Independent consultants were instrumental to the process of verification of outcomes