



# Module 8:

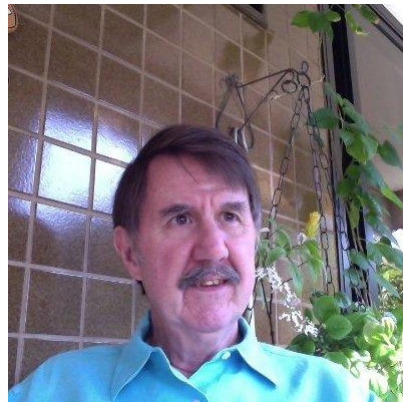
Outcome Harvesting



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## Outcome Harvesting by Ricardo Wilson Grau



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## Step 1

- ▶ Describe an **unanticipated** outcome that emerged in a community change effort in which you have been involved.
- ▶ Why was the outcome 'significant'?
- ▶ What was the contribution of your community change group to this outcome?



## Step 2

- Identify people and/or organizations that could provide you independent, but knowledgeable individuals to validate these findings.



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## Historical Overview

- Mayor Mandel's Taskforce on Community Safety
- ↓
- REACH Report: 9 recommendations
- ↓
- REACH Edmonton Council for Safe Communities



## REACH Recommendation 4

A 24/7 service delivery model for high-needs populations

*"Lead the development of comprehensive, coordinated access to 24-hour services for those at highest risk"*

~ REACH Report



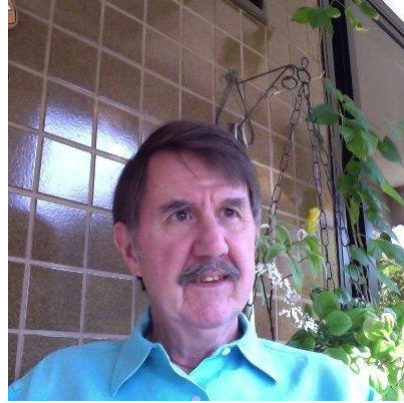
|                     | MOBILE ASSISTANCE PROGRAM   | 24/7 REAL TIME APPLICATION   | HEAVY USER GROUP   |
|---------------------|---|--|--|
| <b>CHALLENGE</b>    | To divert crisis in the inner city from emergency medical services to more appropriate.                                   | To develop a way for service providers to determine where clients can access housing, food, mental health, social service.   | To better understand and address the experiences of the 50 heaviest users of services in the inner city.   |
| <b>OUTCOME</b>      | The development of an effective service delivery model, but one that is not feasible or scalable                          | The creation of a viable real phone application where front line staff to identify available services; managers can track supply-demand gaps for service.                                    | The creation of a collaborative platform, data-base and collaboration protocol, with an focus on now on "policy change".                               |
| <b>IMPACT</b>       | Good diversion outcomes but only addressing 5% of 'inappropriate' crises calls.   | A significant reduction in the time required to find available services for clients 5 to 9.  | Registered some small reductions in service usage.   |
| <b>SIGNIFICANCE</b> | The insight that the diversion strategy requires a systemic – rather than programmatic – response. Back to drawing board. | Confirmed that it is possible to share client information – contrary to popular perceptions about the Freedom of Information Privacy Act. Can expand to include client management databases. | The possibility that the core group of service providers, funders and policy makers could expand and address systemic issues related to vulnerability. |
| <b>CONTRIBUTION</b> | Major: REACH convened actors, offered funding, and facilitated the evaluation.  | Major: REACH paid for prototype, partners experimented, and worked with the Privacy Commissioner to get a ruling.  | Minor: Reach is an active member and assists with different projects within the collaboration.   |



## OUTCOME HARVESTING

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## Outcome Harvesting

### The Approach

- A method that enables evaluators, grant-makers and managers to identify, formulate, verify and make sense of outcomes – both anticipated and unanticipated.

### Useful When

- The group's focus on outcomes rather than activities.
- Contexts in which group is operating is complex and fast moving.
- The effects of the group's activities are unpredictable.

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## Definitions

- **Outcomes:** changes in the behaviours, practices, actions, policies and relationships of an individual, organization, network of system.
- **Impacts:** the effects of these new 'behaviours' on larger community issues (e.g. high school graduation rates, unemployment, ecological resiliency).
- **Outcome Harvest:** the identification, formulation, analysis and interpretation of outcomes and answer useable questions.

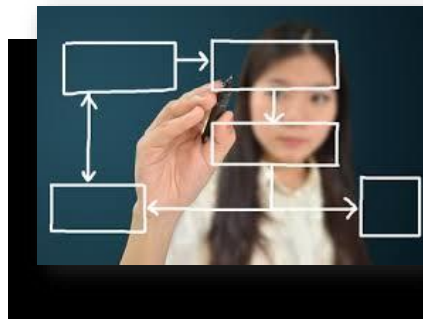


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## The Questions


1. What is a behaviour change we've seen in an organization, network, system, etc.?
2. What were the factors and actors contributing to this outcome?
3. How do we know this? Is there corroborating evidence?
4. What was our specific contribution to this outcome?
5. Why is this important? What do we do with what we found out?



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# Example


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## 1. Outcome: Revitalizing an Employment Fund

Palestine's Ministry of Labor, initially resistant to the proposal, is now working with civil society to rebuild and manage the Palestinian Fund for Employment and Social Protection. This fund will support the implementation of active labor market policies and measures in the occupied Palestinian territory to address the employment gap. The fund will provide a wide range of financial and non-financial services including employment services, employment guarantee schemes, enterprise development support, capacity development of small and medium enterprises, and employment-intensive public investment. Working in conjunction with the Ministry, supporting organizations of GCAP Palestine have secured bilateral and multilateral funding from aid agencies and governments.



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## 2. Significance

This outcome demonstrates how mass citizen action can be combined with the engagement of political decision makers to lead to transformative changes in government policy and practice.



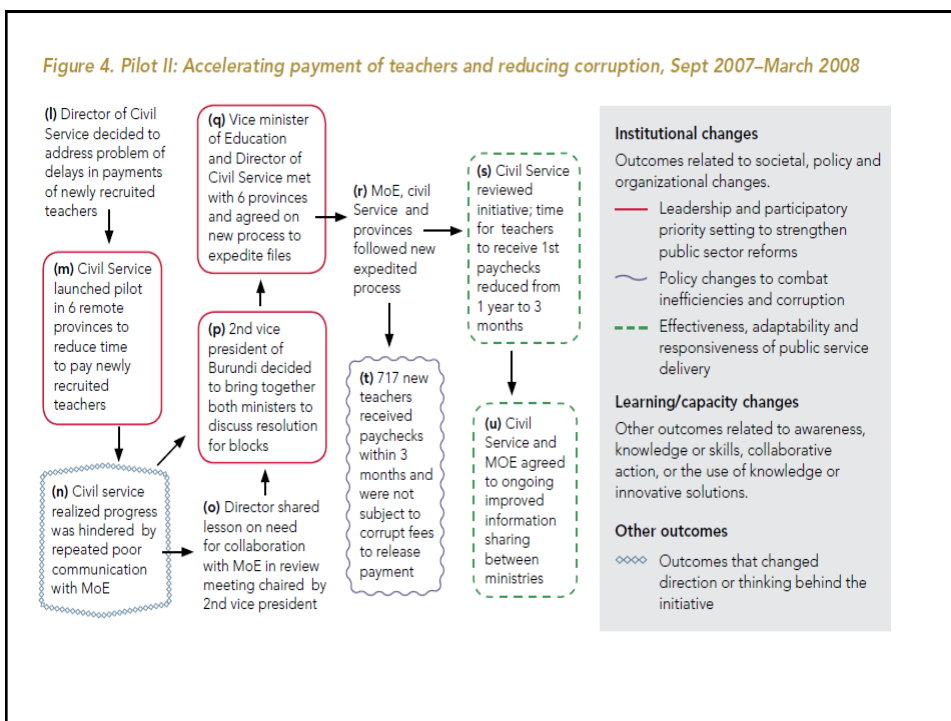
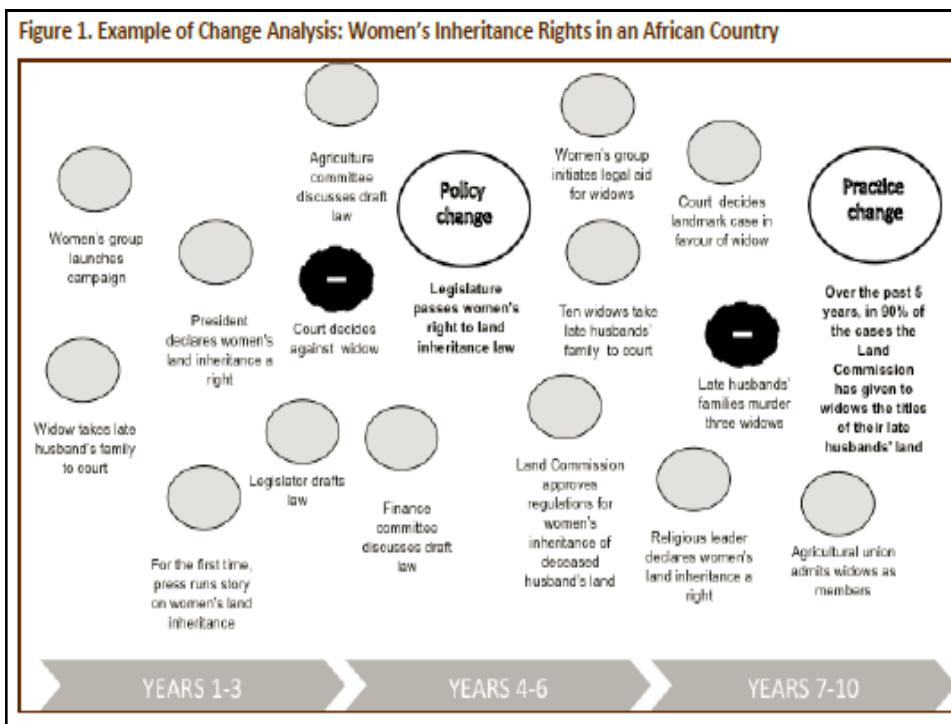
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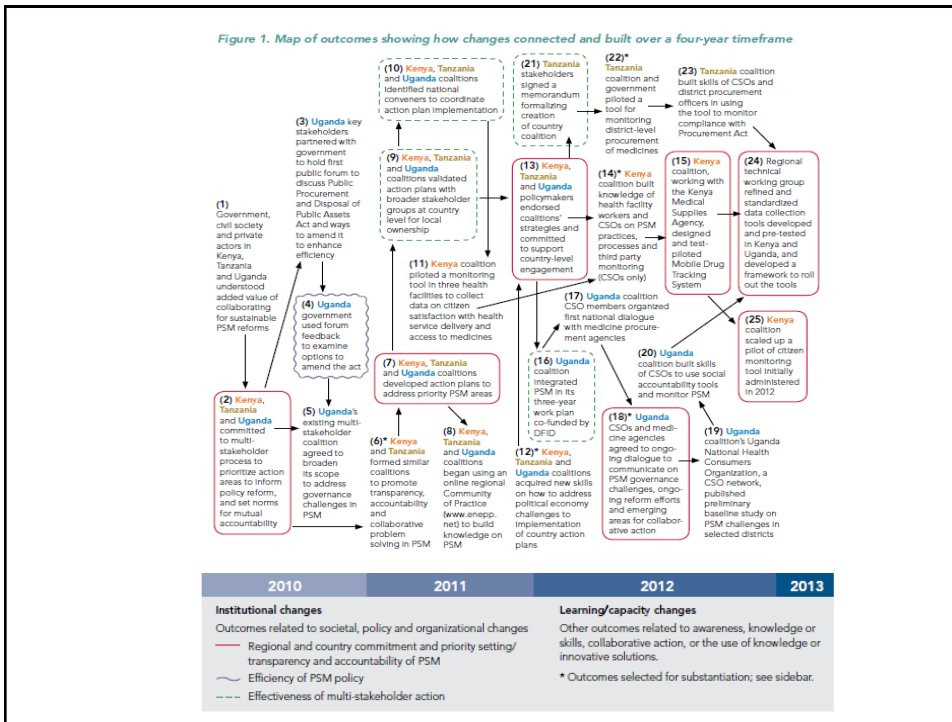
## 3. Contribution

After the presentation of a research report in 2007 on the economic impact of unemployment by the Democratic Workers Rights Centre (DWRC), the Global Call to Action against Poverty (GCAP) coalition in Palestine was able to engage government in conversations on the creation of an employment fund. Dialogue was coupled with popular mobilization, including the “Stand Up and Be Counted” campaign. Stemming from an event including 10,000 people in 2006, this campaign mobilized 1.2 million people, over one quarter of the Palestinian population, in 2008. Working in conjunction with the Ministry of Labor, supporting organizations of GCAP Palestine helped secure multilateral funding for a pool of resources, and are currently delineating the management of the fund.



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# HOW



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## The Steps

- 1 • **Design the Outcome Harvest** – identify ‘usable’ questions about outcomes and where to find answers.
- 2 • **Gather data and draft outcome statement** – survey change agents about possible outcomes and develop outcome statements.
- 3 • **Engage change agents in formulating descriptions** – work with change agents to write up outcome statements, identify patterns and surface new outcomes
- 4 • **Substantiate** - obtain views of independent, but knowledgeable individuals to validate findings.
- 5 • **Analyze and Interpret** – analyze and interpret all the outcomes
- 6 • **Support use of findings** – facilitate discussion amongst change agents about how to make use of findings.

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## Strengths & Limitations

### Strengths

- Captures unintended outcomes
- Verifies change agents’ assumptions about outcomes
- Flexible re: data collection.
- Uses a narrative format which makes it accessible to decision-makers and others

### Limitations

- Skills and time are required to identify and formulate high-quality outcomes
- Only outcomes identified by change agents
- Requires participation of those who influenced the outcome (not always easy)
- A new way of thinking for some ... ‘weak’ for those who want irrefutable data

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