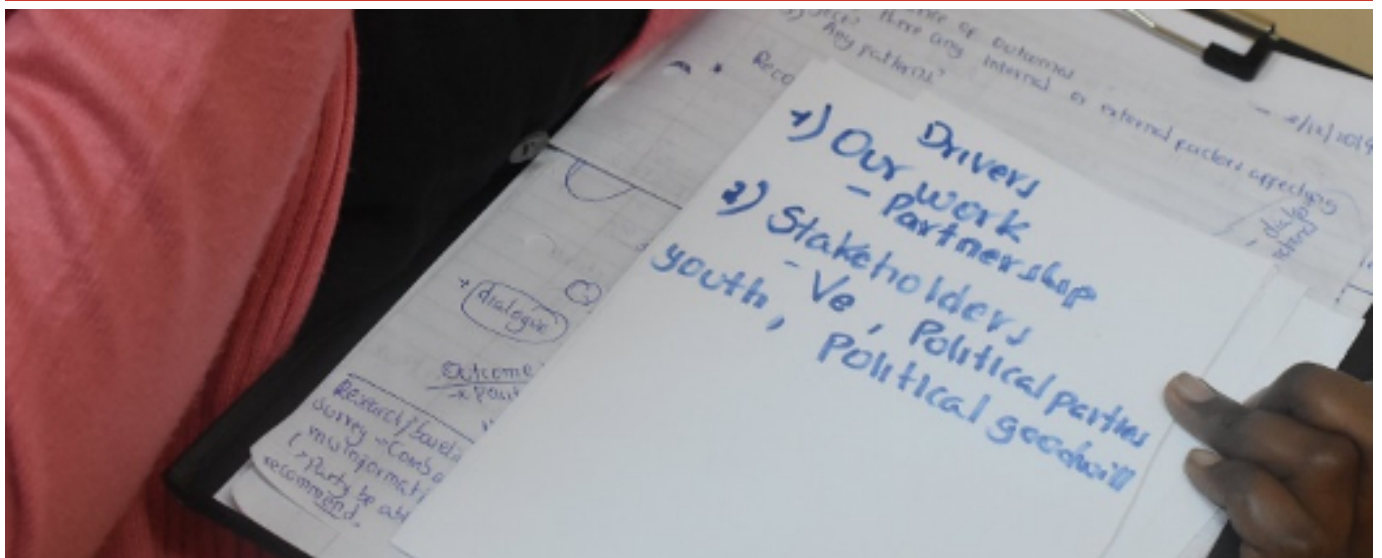# GUIDELINE TO OUTCOME HARVESTING FOR DIPD'S PARTNERS

DIPD

DANISH INSTITUTE FOR PARTIES AND DEMOCRACY

CONTENT

GUIDE TO OUTCOME HARVESTING WORKSHOP

What is 'Outcome Harvesting'

Outcome Harvesting is designed for situations where program planners and implementers are interested in learning about achievements rather than activities, and about effects rather than implementation. It is especially useful when the aim is to understand the process of change and how each outcome contributes to this change, rather than simply to accumulate a list of result.

Outcome Harvesting is a method that enables evaluators and managers to identify, formulate, verify, and make sense of all outcomes (changes) – positive or negative, planned or unplanned – which the intervention has contributed to and to determine how the intervention contributed to the change (outcome). As such, the outcome harvesting approach embraces the dynamic nature of policy work and democratic development, the fact that multiple actors often contribute towards the same outcome and that outcomes can be unpredictable and not always progressive by nature.

Outcomes are usually changes in beneficiaries or social actor's behaviour (actions) and relations or in institution's – including political parties' policies, bylaws, practices or procedures. Changes in people's attitudes or knowledge are not 'real' outcomes' but can sometimes be an indication that changes in behaviour will materialize at a later stage.

Table one below provides an example of outcomes according to different categories:

Type of Change	Example
Changes in policies	Political party includes a quota of 20% for women in its decision-making bodies
Changes in status	Youth league is now formally recognized as a part of the mother party
Changes in behaviour	Young politicians use social media to reach out to voters in all parts of the country.
Changes in relations	Female politicians have established working relationships with and receive peer support from female politicians from other political parties
Change in knowledge	Young politicians know how to use social media as part of campaigning

Steps in an outcome harvesting process

There are 6 steps in an outcome harvesting process.

Step 1 and 2: Design the Outcome Harvest:

This is about identifying purpose and thus the questions that the monitoring exercise should answer. These questions are defined in DIPDs reporting format in annex I.

The purpose is to

- Identify outcomes achieved, both the planned and unplanned, positive and negative that has been achieved under the framework of the project's objectives.
- Reflect on how the project has contribution and other drivers and barriers that have affected the results/outcomes.
- Summarize lessons learnt and – if the findings make it relevant – proposed changes in the project strategy and/or activities in the year to come.

Step 3 and 4: Gather data and substantiate findings about outcomes

This is about identifying and gathering information about changes that have occurred with the politicians, members, political parties and organisations that the program targets (social actors) and how the DIPDs Danish and International partners, staff and volunteers (change agents) have contributed to these changes.

Information about outcomes may be found in documents produced during the reporting period or collected in a participatory outcome workshop. Next, the findings can be substantiated – or verified – through interviews with some of the targets involved who can contribute with knowledge about the outcomes and how they were achieved. This validates and increases the credibility of the findings.

Step 5 and 6: Analyse the data and support the use of findings

Outcome descriptions can be organized through a database or simply in clusters of similar outcomes in order to make sense of them, analyse and interpret the data, and provide answers to the questions raised in DIPDs reporting format in annex I and to serve as inputs and lessons learnt to the future direction of the program.

The following pages describes step 3 and 4 as these are the ones that requires most attention and work from DIPDs partners.

GATHERING DATA AND SUBSTANTIATING FINDINGS FOR REPORTING TO DIPD

There are usually three sources of information that partners can use for their reporting:

A) Documents produced during the reporting period. Thee can for instance be bylaws that are passed, policies, minutes from meetings, campaign materials etc.

B) Findings from an outcome harvesting workshop

C) Interviews with social actors (beneficiaries) who have been part of the project and who can validate findings from the workshop.

D) Section 4 (below) describes the planning of an outcome harvesting workshop. Section 5 provides guidance for the verification of findings after the workshop

Planning an outcome harvesting workshop

When to conduct outcome harvesting workshops: Outcome harvesting workshops can be held at any time but not too soon after the initiation of a project, as it may take time for outcomes to materialize. Give the intervention at least one year to implement its activities before you conduct an outcome harvesting workshop.

Purpose: The purpose of the outcome harvesting workshop is to provide a safe space for participants to identify and reflect on outcomes – positive and negative, expected and unexpected – that the project has contributed to within the past one – two years.

To do so, it is recommended to leave the project's result framework in the drawer until the workshop has taken place. This allows participants to think more broadly about the projects outcomes/results.

Comparing harvested results with the result framework can wait till after the workshop.

Who should participate: Invite stakeholders who have been instrumental in implementing the project or intervention. These may for instance include:

- Staff from project implementing organizations.
- Trainers and advisors.
- Volunteers and activists
- Politicians who have benefitted from trainings, meetings and dialogue platforms and who have taken a lead role in implementing what they gained in their own party or organization

Ideally, participants should represent all aspects of the project so you can cover all its aspects.

Be aware of group dynamics and participants' ability to engage for full two days when you do the selection. Avoid participants who, by virtue of their position or personality, may be so dominant that they discourage the participation or other participants in the discussions, or participants who are too busy to spend two full days. For the sake of group dynamics, limit the number of participants to 15- 20 people.

The setting: Make sure to conduct the workshop in a room with enough space for participants to work in groups and – ideally – with walls where participants can post their outcomes. Arrange the tables in a way that allows for participants to engage and talk to each other during the two days of work.

Materials: The approach is highly participatory and invites everyone to join the discussion. Make sure you have enough note blocks, A5 post-it blocks (or coloured paper and tape), speed makers and pens for everyone to be able to write.

Note taking: It is hard to facilitate group and plenary discussions and take notes at the same time. Make sure to appoint a note taker who can record the group's discussions and key findings from the presentations during the two days
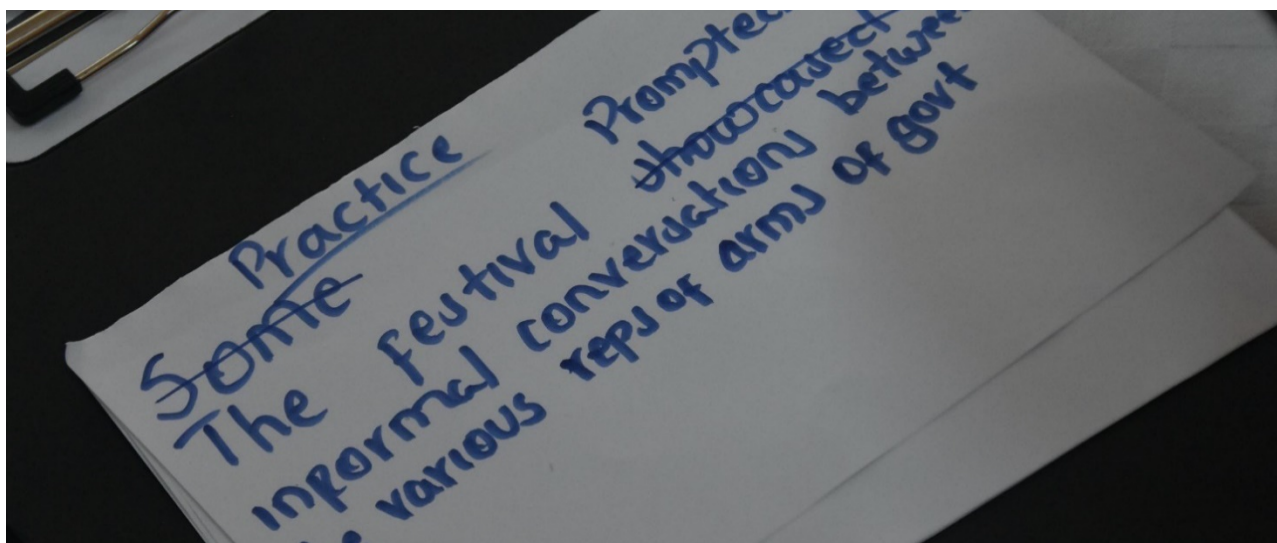
Facilitating the outcome harvesting

The table overleaf provides a draft outline of a two-day outcome harvesting workshop. Corresponding slides for presentation and introduction to group work is available in a separate document and are designed to take participants through each of the questions that will enable them to formulate outcomes and use the outcome harvesting template for reporting towards the end of the workshop.

The timing in the workshop agenda is indicative and should be adjusted based on the group dynamics and discussions that develop during the two days.

A large part of the workshop should be devoted to group work as this provides an opportunity for all participants to be active at the same time.

Facilitators should make sure to end all group work sessions with a plenary discussion where groups can present their work receive questions and inputs from the other participants.

Draft agenda for two-day workshop

	Day one	Day two
9:00-10:00	Welcome Presentation of the agenda and the participants Brief recap of the project's objectives and outcomes.	Recap from day one. Introduction to the concept 'significance' (slide 17) Participants' reflection on how significant they find the outcomes
10:00-12:00	Introduction to outcome harvesting: Why is outcome harvesting useful What is outcome harvesting What is an outcome – and how do you formulate one Introduction to group work (slides 1 – 15) **Group work:** Formulating outcomes	Introduction to 'barriers and drivers' (slide 18-20) **Group work:** Participants' reflection on drivers and barriers that may have affected the outcomes. Presentation in plenary
Lunch		
13 00 – 14:30	**Group work:** Formulating outcomes cont.	Joint reflection and analysis (30 minutes) (slide 21):
14:30 – 15:00	Group presentation of outcomes. Joint reflection: Are some outcomes more frequent than others?	Reporting: Distribute outcome harvesting template. Ask participants to complete it based on the workshop findings. Encourage use of computers.
15:00 – 16:00	**Group work:** How did the project contribute (slide 16)	Recap. Thank you for today

Group work

Forming groups can be done in advance or directly during the workshop. It may be useful to form groups in advance if participants are ignorant about each other's work and unable to respond to reflections of other participants.

You can form groups on the spot if workshop participants represent a homogeneous group. Groups can either work on their own outcomes throughout the two days or work in 'world' cafés.

The world café approach implies that groups (of about four to six participants) sit around tables or stand around a 'work-station', together with a "host". The host facilitates the groups' discussions (formulation of outcomes, contribution, significant, barriers and drivers). During the next group work participants move to a next table or work-station – and continue the group work which is now built upon the work of the previous group. The "host" welcomes new participants and informs them about the results of the previous work at the table or workstation. Finally, the results of all groups will be reflected on in a common plenum session.

Formulating outcomes

It is important that participants a fully informed about what an outcome is and knows how to formulate one, before you start the first round of group work. (This makes the final reporting easier too).

The introduction 10 am – 12 am on day one is therefore of key importance. Don't rush it but leave space for participants to practice the formulation of outcomes, before you start the group work (slide 13-14).

As development practitioners we tend to 'pollute' the language with difficult abbreviations and a sentence construction that is far from simple. But the more complicated a sentence, the more difficult it is to understand. Encourage participants to formulate simple sentences in present tense or past tense. The sentences should – as a minimum – include a subject (this is the social actor to whom the change relate – see slide 13), a verb and an object (these describes the change). Slide 14 includes examples of sentences formulated using this formula. Sentences should enable us to understand who, what, when and where the change took place.

Substantiating outcomes

Findings from the workshop can be substantiated – or verified – through interviews with some of the targets (social actors) who have benefitted from the intervention and who can contribute with knowledge about the outcomes and how they were achieved. This validates and increases the credibility of the workshop's findings.

Ideally, informants should be identified after the workshop, when outcomes have been identified. But for the sake of time and CO_2, you can plan interviews that you assume will be relevant in advance: Identify before the workshop who it might be useful to talk to and set up a meeting. Additional interviews can be conducted on skype later on.

There are basically two ways to validate or substantiate outcomes.

1. *Sharing outcome descriptions from the workshop*

In the first method, one of more outcome formulations is shared with the informant. The informant is asked to complete the following record of opinion:

To what degree are you in agreement with the description of [insert outcome]:

Fully agree [ ]

Partially agree [ ]

Disagree [ ]

Comments, if you like:

The method is easy as the outcomes can be shown directly to the informant without any further preparation. This makes the method useful for validation. The methods' limitation is that the nature of the interview does not leave much space for additional substantiation or 'new perspectives' to what was discussed on the workshop, because to informant reflects on the work of workshop participants directly.

2. *Open questioning technique*

In the second method, open questions about the *added value* or *benefit* of the intervention in general or to the informant are used as an *indirect* way for informants to reflect on outcomes of the intervention, including outcomes identified during the workshop and their drivers and barriers. The

interviewer can then compare the answers with the outcomes from the workshop and use them to substantiate the workshop findings.

The method requires that questions are formulated after the workshop and is therefore slightly more time consuming than the first method. It is often also more informative, however.

The textbox overleaf provides examples of questions that have been used to substantiate findings from an outcome harvesting workshop in Kenya.

Open questions about outcomes

Outcomes related to the People Dialogue Forum

- How were you engaged in the People's Dialogue Forum (PDF)
- What was the importance of the PDF to your party? (Internally/and in relations to other parties or voters?)
- What were the importance of the PDF to you personally – if any?
- Were there any negative effects of the PDF, if so, Which?

Outcomes related to youth inclusion in political parties

- What do you know about the project's efforts to include youth – including young women – in decision making?
- In what way were you involved in these efforts?
- In what way were these activities useful to your party?
- What changes if any – do you see in terms of young participants' conduct in front of senior politicians (checking an outcome about assertiveness)?
- What changes – if any do you see in terms of relations (among young politicians and senior politicians)?
- What changes if any do you see in senior politicians' attitudes and perceptions towards young politicians?
- What are the barriers to a further inclusion of young politicians?

REPORTING

The reporting to DIPD will consist of two parts.

Part one is the body of the report which should follow the outline in annex I or annex II

Part two is the completed outcome templates from the outcome harvesting workshop.
See annex III

ANNEX I REPORTING FORMAT/STATUS REPORT

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STATUS REPORT – OUTCOME HARVESTING VERSION
POLITICAL PARTY COOPERATION

ANNEX 5

<table>
<tr><td colspan="2" style="background-color:#c0392b;color:white">Overview</td></tr>
</table>

Title	
Applicant	
Contact person	
Partner	
Country	
Reporting period	
Approved Budget	DKK
Actual spending	DKK

Date	
Place	
Signed by	

Introduction – purpose and format for periodic status report

The annual report is informed by the findings from the outcome harvesting workshop and possibly follow-up interviews with informants (substantiation) as well as relevant documents produced during the reporting period.

Completed outcome harvesting templates from the workshop should be included as an annex to the report.

The report itself should not exceed 5-7 pages.

The purpose of the report is to:

Summarize the outcomes achieved, both the planned and unplanned, positive and negative that has been achieved under the framework of the project's objectives.

Reflect on the drivers and barriers that have affected the results/outcomes.

Summarize lessons learnt and – if the findings make it relevant – proposed changes in the project strategy and/or activities in the year to come.

Report on spending according to budget.

Outcomes achieved may – finally be compared with outcomes planned and outlined in the project document.

1. Implemented activities during reporting period

1.1 Activities

List the main activities have been carried out according to plan?

Please explain if adjustments to the activity plan (e.g. type of activities or timeline) have been made.

Text

2. Main outcomes achieved during the reporting period

2.1 Data collection

Data for the report can be collected from reports and documents produced during the reporting period, from an outcome harvesting workshop and from substantiation interviews. Summarize in 5-10 lines what you have done to collect data for this report, including:

Who participated in the outcome harvesting workshop?

Who did you interview to verify/substantiate the outcomes after the workshop?

Other data that may inform the report (e.g. project reports) if any?

Text

2.2 Outcomes objective one [insert objective from the project document]

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

Text

Summarize drivers and barriers for these changes

Text

*2.3 Outcomes objective two [*insert objective from the project document]

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

Text

Summarize drivers and barriers for these changes

Text

2.4 *Outcomes* objective three [insert objective from the project document]

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

Text

Summarize drivers and barriers for these changes

Text

2.5 *Outcomes* objective four [insert objective from the project document]

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

Text

Summarize drivers and barriers for these changes

Text

2.6 *Other Outcomes* – not related to the project's objective

Other changes (positive and negative, planned and unexpected) and how you think they contribute to more of your project's outcomes or objectives

Text

Summarize drivers and barriers for these changes

Text

2.7 Overview of planned versus achieved outcomes

Planned outcomes from project document (insert)	Achieved (based on the above findings, reflect on the level of achievement of planned outcomes)
1	
2	
3	
4	
5	

3. Lessons learned and recommendations

3.1 Lessons learned

Based on your findings about the outcomes and the drivers and barriers that have affected these outcomes positively or negatively, what are your main lessons about how change has taken place?

Text

3.2 Recommendations

Based on your lessons learnt, what are your recommendations – if any – about relevant changes in the project strategy and/or activities in the year to come.

Text

4. Financial status for reporting period

4.1 Expenditure and budgets

Any changes to plan of expenditures and overall budget?

Remember, changes to the budget require prior approval by DIPD.

A financial status must be included in annex. Please use the DIPD Excel budget format.

ANNEX II REPORTING FORMAT / FINAL REPORT

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FINAL REPORT – OUTCOME HARVESTING VERSION
POLITICAL PARTY COOPERATION

ANNEX 5

Overview

Title	
Applicant	
Partner	
Country	
Period	
Approved Budget	DKK
Actual spending	DKK

Date	
Place	
Signed by	

Introduction – purpose and format for final report

This format is intended as a reporting tool for the cooperating parties to reflect on the project and the partnership. It touches upon four primary aspects:

→ Project setup
→ Effect on party and partner
→ Results
→ Lessons learned

The reasons for this review are two-fold:

1. **A tool for learning and development:** The aim is to gain knowledge on both the project in general and on the outcomes of the project. It is a way to learn from your experiences and improve projects in the future. The reporting should focus on results at outcome level – what are the most important change the

project has contributed to. To this end, Section D should report on findings from Outcome Harvesting (see Guideline to Outcome Harvesting).

2. **A source of accountability:** DIPD is funded through public funds and therefore required to document its work, not least that money is spent as planned in accordance with relevant rules and regulations, and that the money has provided value.

Together with an interest in whether the project has achieved the intended results, we are particularly interested in *why* the results materialised the way they did.

A. SUMMARY

Summary of results

Briefly describe (in no more than one page) the results of the project, its impact on the partner, and possible impacts on the broader democratic landscape of the country.

Note that this presentation should be written in such a way that it can be used for public purposes – like on the DIPD website, in DIPD official Annual Reports, power point presentations.

[text]

B. PROJECT SETUP

B.1 Project set-up

Did the project set-up work as intended? What worked well and what were the challenges?

[text]

B.2. Monitoring

By what means did the partner monitor the project and the achievement of milestones? How was financial monitoring carried out?

[text]

B.3. Risk management – and COVID-19

How well did the project mitigate previewed or unidentified risks both with regard to programmatic risks and safety risks for party and partner? Please, discuss how COVID-19 has impacted the project and project outcomes.

[text]

B.4. Sustainability

Are project results sustainable after termination of the project? Indicate the key reasons for this. Distinguish between institutional and financial sustainability.

[text]

C. PARTY AND PARTNER

C.1. Party involvement
Review the anchoring of the project within the Danish party – did the involvement of party members proceed as planned?

[text]

C.2. Effect in Denmark
Did your party benefit from engaging in the project e.g. within the party and/or in relations to the public?

[text]

C.3. Effect on partner
Did the project strengthen the democratic culture of the partner? Have there been other impacts at organizational level?

[text]

D. OUTCOMES

D.1. Activities

List the main activities have been carried out according to plan?

Please explain if adjustments to the activity plan (e.g. type of activities or timeline) have been made.

[text]

D.2. Data collection

Data for the report can be collected from reports and documents produced during the reporting period, from an outcome harvesting workshop and from substantiation interviews. Summarize in 5-10 lines what you have done to collect data for this report, including:

a. Who participated in the outcome harvesting workshop?
b. Who did you interview to verify/substantiate the outcomes after the workshop?
c. Other data that may inform the report (e.g. project reports) if any?

[text]

D.3. Outcomes objective one *[insert objective from the project document]*

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

[text]

Summarize drivers and barriers for these changes

[text]

D.4. Outcomes objective two *[insert objective from the project document]*

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

[text]

Summarize drivers and barriers for these changes

[text]

D.5. Outcomes objective three *[insert objective from the project document]*

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

[text]

Summarize drivers and barriers for these changes

[text]

D.6. Outcomes objective four *[insert objective from the project document]*

Summarize changes in social actors' attitude, behavior (actions), in policies, structures, relationships or institutional practices relevant to the objective. (The outcomes can be positive and negative, planned and unexpected). Describe how your work contributed to the outcomes

[text]

Summarize drivers and barriers for these changes

[text]

D.7. Other Outcomes – not related to the project's objective

Other changes (positive and negative, planned and unexpected) and how you think they contribute to more of your project's outcomes or objectives

[text]

Summarize drivers and barriers for these changes

[text]

D.8. OVERVIEW OF PLANNED VERSUS ACHIEVED OUTCOMES

Planned outcomes from project document (insert)	Achieved (based on the above findings, reflect on the level of achievement of planned outcomes)
1	

	21
2	
3	
4	
5	

<div style="background:#c0392b;color:white;padding:8px;">

E. LESSONS LEARNED

</div>

E.1. Lessons learned

Based on your findings about the outcomes and the drivers and barriers that have affected these outcomes positively or negatively, what are your main lessons about how change has taken place?

[text]

E.2. Strategy

Discuss if the overall strategy and method brought about the intended change. What worked well and what did not work as well as expected?

[text]

E.3. Recommendations

Do you have any recommendations to your party or DIPD on how to improve the project process (preparations, collaboration with the partner, monitoring, information work etc.) and how to better achieve results?

[text]

F. FINANCIAL REPORTING

F.1. Budget and costs

Costs must be presented in Danish kroner (DKK).

If you project was approved with another budget format (with only 12 budget lines) pls. insert this budget and report accordingly

1a.	Activities in Denmark		
1b.	Activities in Partner country		
2.	Investments		
3.	Internal consultancy costs		
4.	External consultants		
5.	Local staff		
6.	Local administration		
7.	Travel costs (international)		
8.	Monitoring and review		
9.	Info activities in DK (max. 2% of 1-8)		
10.	Budget margin [max 10% of 1-9]		
11.	Project costs total [1-10]		
12.	Audit costs		
13.	Sub-total [11 + 12]		
14.	Admin in Denmark [max 7% of 13]		
15.	**Grand Total**		

F.2. Budget adjustments

State any budget adjustments or transfers from the budget margin. Please explain the reasons for these changes.

[text]

F.3. Other comments to budget and accounts

[text]

DIPD

Applicant	
Postal address	
Telephone	
E-mail	

Contact - name	
Contact - phone	
Contact - email	

Bank account	
Legal responsible	
Auditor	

ANNEX III OUTCOME TEMPLATE FOR GROUP WORK

What is an outcome?

- An 'outcome' is a change in the **behavior, relations, institutional practices or policies** of the people, political parties or other institutions that your project aims to influence.,
- An outcome can be either **planned, unplanned, positive or negative**.
- An outcome is a change that you have **contributed** to substantially. But there may be other factors that have contributed as well

Use the table beneath to report the outcomes that your project has contributed to. Complete one table for each outcome. Please read the instruction for each of the categories 1-4 before you complete the table. The instruction are found on page two.

Date: Insert date of the reporting	Project name:
1. Describe the outcome:	
2. Describe how your work contributed (the activities)	
3. Describe other factors that contributed – either positively or negatively to your outcome.	
4. How do you rate the significance (importance) of the outcome in terms of its ability to contribute to the project's objective (5 is most significant) Explain why you made this rating:	1_____ 2_____ 3_____ 4_____ 5_____

5. Categorise the outcome: Mark with an X which category you think your outcome belongs to (most)

Changes in internal *party policies structures and processes* _____

Changes in *policies* that reflect voters needs and aspirations _____

Changes in *spaces and platforms* for

- youth and women to practice activism, policy and decision making_____
- political parties to interact. _____

Changes in *attitudes, skills and behavior* of

- youth and female politicians _____
- politicians across political parties _____

None of the above_____(please explain)

Recommendations

6. Recommendations to the current intervention: Is there anything the project could do to stimulate the creation of outcomes. If so, what?

7. Recommendations to future interventions: Based on what you know how, do you have any recommendations for future interventions. If so, what?

ANNEX IV:
GUIDE TO COMPLETE THE OUTCOME TABLE

1) Outcome Description:
In one or two sentences, summarize the observable change in the behaviour, relationships, activities, or actions of a social actor influenced by your activities/the project over the past 12 months. That is, who changed what, when and where?

- **Who:** Be as specific as possible about the individual, group, community, organization, or institution that changed.
- **What:** State concretely what changes were noted in behaviour, relationships, activities, policies, or practices.
- **When:** Be as specific as possible about the date when the change took place.
- **Where:** Similarly, include the political or geographic locale with the name of the community, village, town, or city where the actor operates – locally, nationally, regionally, and/or globally.

2) Your/the project's contribution:
In one or two sentences, what was the project's role in influencing the outcome? How did it inspire, persuade, support, facilitate, assist, pressure, or even force or otherwise contribute to the change in the social actor?

Describe the project's activities, processes, products, and services that you consider influenced the outcome. Keep in mind that, while the outcome must be plausibly linked to the project's activities, there is rarely a direct, linear relationship between an activity and an outcome. Also, one activity may influence two or more outcomes.
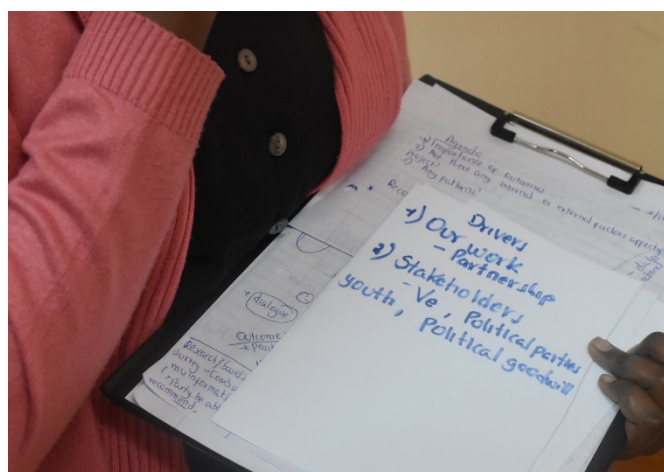
3) Contribution factors
Outcomes often are influenced by a variety of **other factors**, related to the context, the social actors themselves or other activities you have done over a period longer than 12 months. Thus, please mention these factors or the activities you have implemented from before that influenced the outcome.

4) Significance
Outcomes can be more or less significant – or important. Either in terms of its potential to contribute to broader goals, such as strengthening democracy or promoting equal participation of men and women, youth and adults in politics. Or in terms of its ability to demonstrate 'what works' when one wants to create change.

Describe how significant – or important – you think your outcome is

ANNEX V: EXAMPLE – OUTCOME HARVESTED

Date: Insert date of the reporting	Project name:
December 2019	CMD: People's Dialogue Forum

1. Describe the outcome and who you influenced (social actor):

In 2019, Center for multiparty Democracy decided to conduct a People's Dialogue Forum (PDF)in the National Museum in Nairobi. The idea was to create a space for interaction and peaceful dialogue between political parties and voters and civil society actors and between the political parties themselves.

2. Describe how your work contributed

The idea for the PDF was fostered during an exposure visit for representatives from the Kenyan Center for Multiparty Democracy to the Danish equivalent 'Folkemødet' on Bornholm in 2018.. The visit was hosted by the Danish party Venstre in cooperation with the Danish Institute for Party Development. Once the decision to conduct the forum was taken, Venstre contributed with technical inputs and advise to the planning

3. Describe other factors that contributed – either positively or negatively to your outcome.

The 'handshake' and building bridges initiative, which aims to bring Kenyan politics out of its current deadlock created an enabling environment as the People's Dialogue Forum was seen as an opportunity to bring political parties together across ethnic and political divisions and engage in an open dialogue

4. How do you rate the significance (importance) of the outcome?

1_____

2_____

3___X___

4_____

5_____

Explain why: The PDF has so far been significant in that it has created a space for direct and unfiltered dialogue and encounters between Kenyan politicians and voters and between political parties, something that has so far been unheard of in Kenyan politics. If the PDF is repeated, this may – with time – contribute to improve the quality of the political dialogue between politicians and bring politicians closer to voters.

The PDF was also significant in that is created a space where political parties felt obliged to explain themselves and think about how they present themselves to voters in a situation that was not directly linked to an election. This fostered a discussion in at least one political party about 'who we are', 'what we want to achieve', and 'how we can engage with voters' during the PDF. The presence of several political parties in one place during the PDF further inspired participants to learn from each other and seek inspiration about how other political parties engaged with voters.

ANNEX VI
– OUTCOME HARVESTING IN LIGHT OF COVID19

As much as predictions of the COVID19 situation are difficult, travels to the partner countries will probably not be possible this programme phase. Moreover, the COVID19 situation – and the measurements against it, taken by each government – vary from country to country and in some countries, it is even discouraged or prohibited to travel inside the country.

However, DIPD still finds that the Outcome Harvesting approach is a very good method to grasp the changes deriving from the project. But after consultations between the DIPD secretariat and consultant on Outcome Harvesting, Malene Søndergaard, as well as an experience sharing seminar on project monitoring from the distance organized by Disabled Peoples' Organizations Denmark (DPOD), a flexible approach is recommended to apply it, due to the current situation.

Experience sharing from DUF and DMRU, presented in the above-mentioned experience sharing session show that going virtual entails challenges. But it also shows that it is possible and, in a few instances, even make it more feasible, since the participants do not necessarily have to make internal travels in the partner country. What remains important is to tailor it very closely to local circumstances.

The DIPD secretariat will gladly support the political parties in the preparation and execution of the Outcome Harvesting workshops.

Findings from the outcome harvesting workshops should be documented in the template "FINAL REPORT – OUTCOME HARVESTING VERSION".

Beneath will follow two suggestions for ways to carry out the approach, depending on the situation in the partner country.

Online platforms

There are many different possible online platforms to choose between (Skype, Zoom, Teams etc.). Yet, most experiences show that Zoom is currently the best option. According to DUF it has a good broadband connection in most parts of the world.

For a general introduction, it is recommended to read the DIPD guide "How to use Zoom", prepared by Benjamin Irani, Head of IT and Digitalisation in Care Denmark prior to DIPD Zoom trainings made in spring 2020. The guide can be obtained by contacting the DIPD secretariat. The presentations can be found here. Password 5C%?$O1@
Previously, the security has been criticized, but according to DUF this has been improved. For making a relatively safe setup, it is recommended to use the DIPD guide "Zoom Security", also prepared by Benjamin Irani and also available upon request.

Plan A – in a situation where people in the partner country can meet physically

An Outcome Harvesting workshop can be conducted by bringing together stakeholders in the partner country. The workshop should be facilitated by the partner or by a local consultant.

DIPD recommends that a representative from the local partner or a local consultant is being trained by its Danish counterpart in Outcome Harvesting. The DIPD secretariat will assist in this training, whenever needed and justified.

The local representative/consultant carries out the two-day workshop in the same format as explained in "Guideline to Outcome Harvesting for DIPD and its Partners". Meanwhile, the Danish party coordinator can follow the two-day session online.

Substantiation can be done by making the follow-up interviews over Zoom instead of face-to-face. Here it is recommended that the Danish project manager make these interviews following the Guidelines.

In situations where there is no budget for monitoring and evaluation and a local consultant is hired to facilitate the workshop, it is recommended to use the budget margin or unused funds from International Travel.

Plan B – if people in the partner country are not able to meet physically or a virtual workshop is simply preferred

In the case of a virtual Outcome Harvesting workshop, the local partner or the Danish party and/or DIPD representative can be the moderator of the workshop.

When making a virtual workshop a few things should be considered:

- The participants will tend to lose concentration faster.
- Discussions in larger groups are more difficult.
- It can be harder to create a confidential space between the participants.

Thus, some measures should be taken to make a successful virtual OH workshop

Composition of the workshop and practical considerations
Consider limiting the number of participants to a smaller group. A maximum of 15 is encouraged.

The composition of the group should be thought through to secure that the participants in the group feel confident to talk freely.

DUF suggests that 2 Danish project managers support each other. As mentioned above, DIPD secretariat can assist upon request.

Include the partner organization closely in the process of formulating the outcome harvesting virtual sessions, since there are logistical and communicative challenges in each local context.

There are possibilities for the participants to participate from home, from a computer café with stable internet or even with their phone.

Make sure whether the partner organization or participants have costs related to the workshop. DUF has sent out a template for the partner organization to register all possible expenses.

Length of the workshop
A recent study made by Aarhus University shows that participants loose concentration much faster in online workshops.
Therefore DUF has split up the workshops into 4 days. Thus, it is important to carefully assess the projected workplan in this guide (see p. 7) and see how to divide the sessions.

It is also important to consider that the partner party/organization should be able to mobilize a group of participants that are relatively committed so that they follow all sessions, since the sessions will build upon one another.

Technical possibilities
It is recommended to use a lot of time to understand every possible technical detail in the Zoom programme on beforehand.

Make use of breakout rooms often to allow discussions in smaller groups. The participants can write down conclusions on e.g. Google Docs and present with the "share screen" function in Zoom. In this way, it is also easier for the facilitator to collect the written material afterwards.

Make time for energizers, if possible.

After the workshop

Substantiation can be done by making the follow-up interviews over Zoom instead of face-to-face. Here it is recommended that the Danish project manager make these interviews following the Guidelines.

In situations where there is no budget for monitoring and evaluation and a local consultant is being hired to facilitate the workshop, it is recommended to use the budget margin or unused funds from International Travel for this.